



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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J-3  
DISTRIBUTION: A, B, C, J, S

CJCSI 3401.01C  
1 October 2002  
CH 1 31 March 2004

## CHAIRMAN'S READINESS SYSTEM

References: See Enclosure J.

1. Purpose. This instruction establishes uniform policy and procedures for reporting and assessing the current readiness of the Armed Forces of the United States in the Joint Quarterly Readiness Review.
2. Cancellation. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3401.01B, 1 July 1999, is canceled as of 1 January 2003.
3. Applicability. This instruction applies to the combatant commands, Services, Joint Staff, and the following DOD Combat Support Agencies (CSAs): Defense Intelligence Agency (DIA), Defense Information Systems Agency (DISA), Defense Logistics Agency (DLA), National Imagery and Mapping Agency (NIMA), National Security Agency (NSA), Defense Threat Reduction Agency (DTRA), and Defense Contract Management Agency (DCMA).
4. Policy
  - a. Title 10, USC, directs the Chairman of the Joint Chiefs of Staff (hereinafter "Chairman") to advise the Secretary of Defense on critical deficiencies and strengths in force capabilities identified during the preparation and review of contingency plans (reference a, sections 153 (a)(3)(c)). The statute further requires the Chairman to establish, after consultation with the combatant commands, a uniform system for evaluating the preparedness of each combatant command to carry out assigned missions (reference a, section 153(a)(3)(D)) and a uniform system for reporting on the readiness and responsiveness of the CSAs to perform with respect to a war or threat to national security (reference a, sections 193 (a) and (c)).

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b. The authority for assessing and reporting readiness of the Armed Forces parallels the areas found in the definition of readiness (see Glossary). Services assess and report on unit readiness and combatant commands assess and report on joint readiness.

c. Reference a (section 167(e)(3)) provides that the Commander, Special Operations Command, is responsible for ensuring combat readiness and monitoring the preparedness of special operations forces (SOF). This unique statutory mandate fully supports the USSOCOM presentation on both unit and joint readiness for SOF. The CSAs assess and report their combat support readiness.

d. Reference n outlines the DOD Readiness Reporting System and tasks the Chairman to conduct the JQRR. The JQRR provides a process to capture and analyze readiness issues for presentation at the Strategic Readiness Review and/or the Senior Readiness Oversight Council.

e. The combatant command, Service, and CSA JQRR report process, as established in Enclosures A through I, provides the information necessary to fulfill the requirements established in references a and n.

5. Definitions. See Glossary.


6. Responsibilities. See Enclosure B.

7. Summary of Changes. This instruction incorporates major revisions to the Joint Monthly Readiness Review process implemented from 1999 through 2002 and renames the overall process as the JQRR.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components, other federal agencies, and the public may obtain color copies of this instruction through the Internet from the CJCS Directives Home Page: <http://www.dtic.mil/doctrine>. Copies are also available through the Government Printing Office or the Joint Electronic Library.

9. Effective Date. This instruction is effective upon receipt for the JQRR 1-03 reporting cycle beginning 1 October 2002.

For the Chairman of the Joint Chiefs of Staff:



JOHN P. ABIZAID  
Lieutenant General, USA  
Director, Joint Staff

Enclosures:

- A - Introduction
- B - Responsibilities
- C - JQRR Procedures
- D - Full JQRR Report
- E - By-Exception JQRR Report
- F - Feedback JQRR Report
- G - JQRR Brief and JQRR Message Formats
- H - Semi-Annual Deficiency Review
- I - JQRR Database Management
- J - References
- GL- Glossary

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### LIST OF EFFECTIVE PAGES

The following is a list of effective pages for this instruction. Use this list to verify the currency and completeness of the document. An “O” indicates a page in the original document.

PAGE	CHANGE	PAGE	CHANGE
1 thru 4	O	E-1 thru E-2	O
i thru x	1	F-1 thru F-6	O
A-1 thru A-6	O	G-1 thru G-2	O
B-1 thru B-6	O	G-3 thru G-12	1
C-1 thru C-4	O	H-1 thru H-2	O
D-1 thru D-4	O	I-1 thru I-2	O
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D-7 thru D-12	O	GL-1 thru GL-4	1
D-13 thru D-18	1	GL-5 thru GL-10	O
		GL-11 thru GL-12	1

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## RECORD OF CHANGES

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# CHAIRMAN OF THE JOINT CHIEFS OF STAFF NOTICE

J-3

DISTRIBUTION: A, B, C, J, S

CJCSI 3401.01C CH 1

31 March 2004

## CHANGE 1 TO CJCS INSTRUCTION 3401.01C

References: See Enclosure J of original instruction.

1. Page Substitution. Holders of CJCSI 3401.01C, 1 October 2002, "CHAIRMAN'S READINESS SYSTEM," are requested to make the following changes:

Remove Page(s)

i thru viii  
D-5 thru D-6  
D-13 thru D-18  
G-3 thru G-10  
GL-1 thru GL-4  
GL-11 thru GL-12

Add Page(s)

i thru x  
D-5 thru D-6  
D-13 thru D-18  
G-3 thru G-12  
GL-1 thru GL-4  
GL-11 thru GL-12

2. Summary of Changes.

a. Revises M-level rating definitions for joint mission-essential tasks and functional areas.

b. Provides new direction for Services and combat support agencies to determine overall risk assessment by analyzing their respective ability to support the combatant commander's mission vice their ability to achieve the strategic end state.

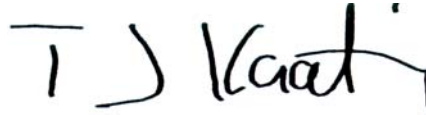
c. Updates the Joint Quarterly Readiness Review message format and provides for an alternate format in Word.

3. When the prescribed action has been taken, this transmittal should be filed behind the record of changes page in the basic document.

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4. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page -- [http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives). Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

For the Chairman of the Joint Chiefs of Staff

A handwritten signature in black ink, appearing to read 'T J Keating', with a stylized flourish at the end.

T. J. KEATING  
VADM, USN  
DIRECTOR, JOINT STAFF

Enclosures:

- D -- Full JQRR Report
- G -- JQRR Brief and JQRR Message Formats
- GL -- Glossary

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## ENCLOSURE A

### INTRODUCTION

1. Purpose. This instruction provides CJCS policy for the standardized presentation of combatant commands, Services, and CSAs current readiness assessments in the JQRR. (See Glossary for nonstandard terms associated with the JQRR.)
2. Scope. The CJCS Readiness System is designed to provide DOD leadership a current, macro-level assessment of the military's readiness to execute the NMS as determined by the combatant commands, Services, and CSAs (Figure A-1).

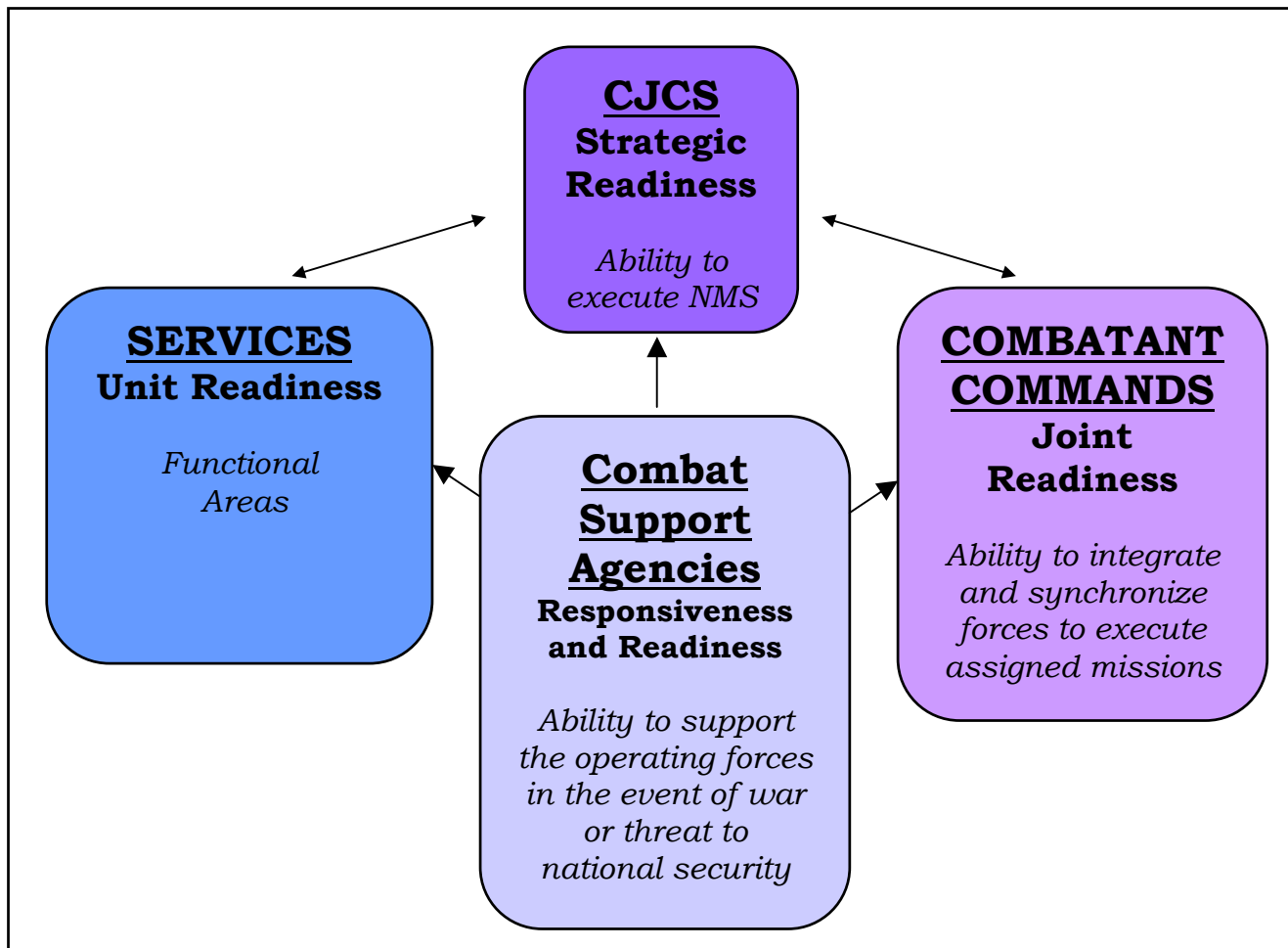


Figure A-1. Readiness Assessment

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3. Context. Per title 10, the Chairman annually assesses the nature and magnitude of the strategic and military risks associated with executing the missions called for under the current NMS. If the risk is significant, the Secretary is charged with planning to mitigate the risk. Within the Joint Staff, multiple directorates support CJCS title 10 responsibilities for risk assessments that are forwarded to DOD and congressional leadership (Figure A-2). The military, strategic, and political elements of risk (see risk in Glossary) are evaluated across time and the risk assessments vary from near-term to long-term. Near-term is within 2 years, mid-term is 2-7 years, and long-term is 8 years or greater. J-3 Global Operations, Readiness Division, evaluates “the level of current risk relative to the capability of forces to carry out assigned missions” based upon readiness reporting system assessments. Within this construct, the JQRR assesses near-term military risk and provides insights into near-term strategic risk.

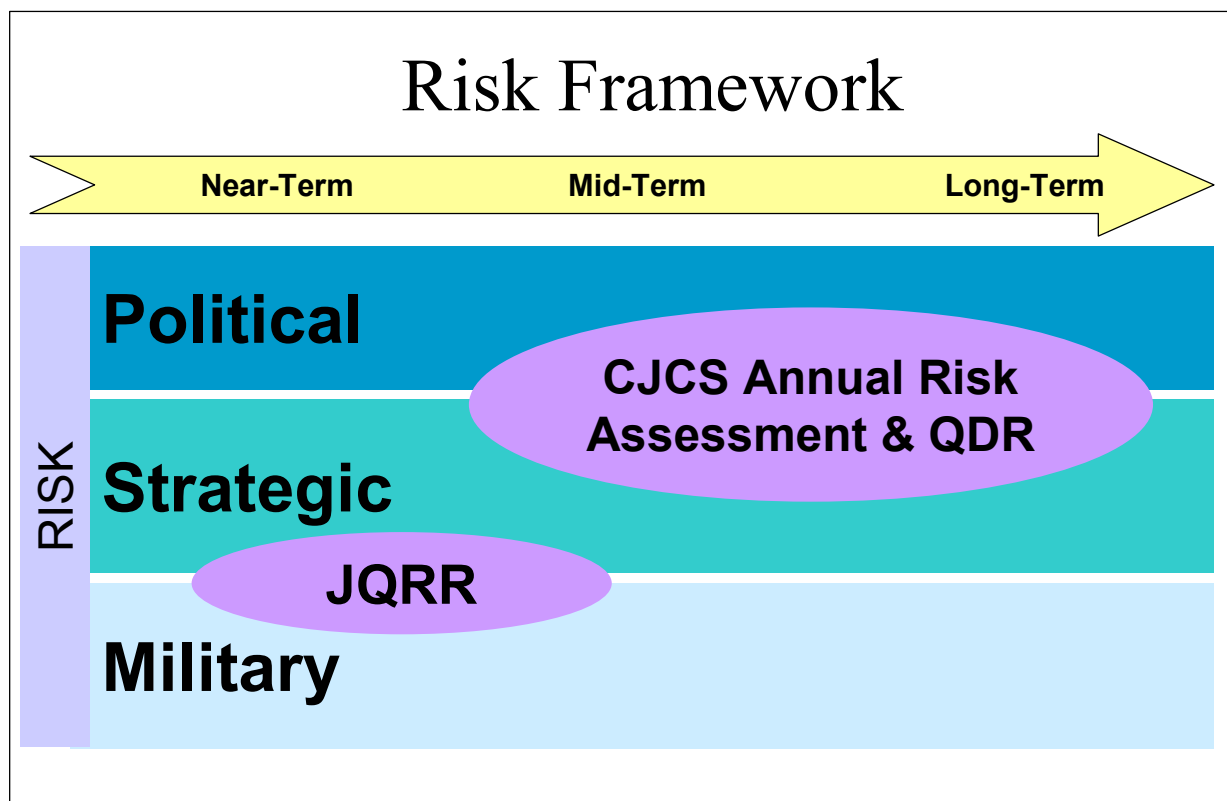


Figure A-2. Risk Framework

#### 4. General

a. The CJCS Readiness System is oriented toward an assessment of the current forces readiness to meet the demands of the full range of operations called for in the NMS. The focus is on near-term operational issues, not the

long-term requirements process. As such, the JQRR is not formally associated with a phase in the Planning, Programming, and Budgeting System (PPBS). However, information derived from the JQRR is provided as feedback into Joint Staff programming and planning processes. Long-term readiness and modernization issues are addressed via the JWCA process or by the JROC.

b. JQRR assessments provide the foundation for subsequent presentations to the SRR and the SROC as appropriate.

c. The JQRR assesses current readiness against approved, documented requirements. Capabilities must be resident in current force structure to be considered as readiness issues. Prospective concerns, vulnerabilities, or desired capabilities are more appropriately explored through war games, training exercises, demonstrations or analysis sponsored by Joint Staff, J-8.

5. Summary of Overall JQRR Process. Summarized below, and in Figure A-3, is the overall 6-month JQRR process starting from generation of the scenario to the completion of the assessment at the SDR. (See Enclosure F for definition of deficiency status colors.)

**Essential Element of Analysis**

**EVENT (Timeframe) Chair**

What are we supposed to analyze?

Scenario (October, April) J-3  
Readiness

Assess Supporting Combatant Commands,  
Services and CSAs

Initial Full JQRR  
(January, July) J-3

What does the assessment mean?

Feedback JQRR (March,  
September) Director, Joint Staff

Review Deficiencies

Accept New Deficiencies

Approve or Reject Changes to Selected Deficiencies

Review Gray without Courses of Action (COA)

Approve Gray COAs

Identify Deficiencies for SRR

What are the overall strategic implications?

SRR (March, September)  
Vice Chairman

Review Selected Deficiencies

Choose COAs for Selected Deficiencies

Review Emerging Key Risk Elements

Review Emerging Strategic Concerns

Review Emerging Strategic Implications

Assess Supported Combatant Commands,  
Services and CSAs

Subsequent Full JQRR  
(April, October) J-3

What are we supposed to analyze?

Scenario (April) J-3 Readiness

SDR (May, November) J-3 DDGO

Feedback JQRR (June, December)

Director, Joint Staff

### Approve/Reject Changes to Selected Deficiencies

### Review Gray Without Courses of Action (COA)

## Approve Gray COAs

## Identify Deficiencies for SRR

SRR (June, December)

Vice Chairman

## Review Selected Deficiencies

## Choose COAs for Selected Deficiencies

## Review Completed JQRR Cycle Key Risk Elements

## Review Completed JQRR Cycle Strategic Concerns

## Review Completed JQRR Cycle Strategic Implications



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6. Release of JQRR Reports. JQRR reports are defined as military capability information governed by CJCSI 5714.01 (reference f). An individual report from the combatant commands, Services, or CSAs is considered military capability information and must be referred to the originator for release determination. The Joint Staff consolidated JQRR reports are considered military capability information and must be referred to the Joint Staff, Director for Operations (DJ-3), for release determination.

7. Classification. A JQRR report with actual assessments relating to a specific joint mission essential task (JMET) or functional area (FA), combatant command, or unit will be classified SECRET. References to JSCP or OPLAN timelines, planning guidance, assumptions, or host-nation strengths or deficiencies are also classified SECRET. JQRR deficiency titles will be classified SECRET. Individual paragraphs within overall JQRR messages classified SECRET may be identified for release to specific foreign countries: (SECRET//REL to USA, CAN and/or ROK, etc). Information classified above SECRET or in special categories will not be explicitly discussed or presented in the JQRR process. Above SECRET concerns can be addressed in appropriately classified forums to ensure all readiness issues have visibility.

8. Changes to this Policy. All recommended changes to the JQRR process or this instruction must be submitted to the Joint Staff, J-3, for coordination with the combatant commands, Services, CSAs, and the Joint Staff. The Chairman must approve significant changes.

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## ENCLOSURE B

## RESPONSIBILITIES

1. General. The combatant commands, Services, CSAs, and Joint Staff directorates:

a. Provide a primary point of contact to J-3 Readiness to coordinate JQRR preparation.

b. Assist in preparation of a collaborative JQRR feedback report that addresses respective combatant command's readiness deficiencies and concerns raised within the JQRR.

2. The Vice Chairman of the Joint Chiefs of Staff. The Vice Chairman of the Joint Chiefs of Staff (hereinafter "Vice Chairman") heads up the quarterly SRR to review key readiness trends, assess strategic implications of key deficiencies, and decision COAs for risk mitigation. The Vice Chairman also oversees the entire JQRR process by reviewing and resolving controversial issues between the combatant commands, Services, CSAs, and the Joint Staff.

3. Combatant Commands. The combatant commands assess and report joint readiness to the Joint Staff J-3 per Enclosure D. Combatant command assessments address deficiencies affecting the effectiveness of the joint force and provide specific comments on the responsiveness and adequacy of support provided by the CSAs. The USSOCOM SOOP briefs USSOCOM readiness at the Full JQRR.

4. Services and USSOCOM. Normally, OpsDepts (or Service Chief's Readiness Representative) represent the Services and the Special Operations, Operations Plans and Policy (SOOP), represents USSOCOM at the JQRR. The Services and USSOCOM assess and report readiness at the Full JQRR per Enclosure D.

5. Combat Support Agencies. The CSAs assess and report agency readiness to the Joint Staff J-3 per Enclosure D. CSAs provide assessments in prescribed joint readiness FAs or JMETs. CSA assessments include specific comments on their readiness and responsiveness to support combatant commands. CSAs should assist combatant command staffs in assessing readiness of FAs or JMETs of which the agency provides support. In addition, CSA directors provide a narrative overall assessment of their agency's ability to support the combatant commands.

6. The Director, Joint Staff. The Director, Joint Staff (hereinafter "Director"), chairs the Feedback JQRR and forwards issues found controversial between

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the combatant commands, Services, CSAs, and the Joint Staff to the Vice Chairman for resolution. The Director assigns Joint Staff directorates to resolve specific readiness deficiencies by recommending modification of ends, ways, or means. The Director nominates deficiencies that require programmatic action for JWCA study. The Director, in coordination with the reporting combatant command, Service, or CSA, recommends closure of corrected deficiencies.

7. Joint Staff. The Joint Staff is the focal point of the JQRR process. In general, Joint Staff directorates analyze joint readiness reports from the combatant commands, Services, and CSAs and prepare presentations for the Full JQRR, By-Exception JQRR, Feedback JQRR, SDR, and SRR. Joint Staff responsibilities are as follows:

a. Office of Primary Responsibility (OPR). Normally, issue and deficiency assignments are made to Joint Staff directorates using the FAs listed in Table B-1. For deficiencies that do not fall neatly into an FA, J-3 Readiness recommends to the Director the most appropriate OPR. OPRs assign JQRR point(s) of contact to:

(1) Analyze new issues identified by combatant commands, Services, and CSAs in their JQRR reports, and, if they meet the criteria, recommend inclusion in the database as deficiencies. Prepare the joint readiness slides used during the Feedback JQRR VTC in coordination with the combatant command staffs.

(2) Monitor and brief the status of actions taken to address readiness deficiencies at the Feedback JQRR per Enclosure F.

(3) Input database information into the Joint Staff readiness deficiency database (DDB). Joint Staff OPRs are responsible for updating the "Remarks" section of the database. (Exception: J-3 Readiness updates the DDB IAW Enclosure I.)

(4) Update and brief status of assigned deficiencies during the SDR.

(5) Assess readiness issues for JWCA study consideration.

(6) Provide staff recommendations for color change or closure of deficiencies when they are M-1 or M-2. Coordinate color changes or closures with the reporting combatant command, Service, and CSA.



JOINT STAFF OPR	FUNCTIONAL AREA
<b>J-3/Readiness</b>	<b>Overall JQRR Responsibility</b>
J-1	Personnel Support
J-2	Intelligence Support
J-3/DDIO	Information Operations
J-3/DDRO	Special Operations
J-3/Space Ops	Space Operations
J-3/STOD	Nuclear Operations
J-3/DDAT/FP	Security-Antiterrorism/Force Protection
J-4	Combat Engineering
J-4	Supply
J-4	Maintenance
J-4	Mobility
J-4	Civil Engineering
J-4	Health Services
J-4	Other Services
J-5 (Strategy) or J-7 (War Plans)	Joint Operation Planning
J-6	Command, Control, Communications, Computers
J-7/JDETD	Training

Table B-1. Joint Staff Office of Primary Responsibility

b. Director for Manpower and Personnel, J-1

(1) Address single Service personnel readiness issues that affect joint warfighting requirements, war plans, and doctrine.

(2) Assess, in coordination with appropriate directorates, joint personnel issues that require resolution through plans and/or policy adjustments for inclusion in the Joint Strategic Planning System (JSPS).

c. Director for Intelligence, J-2

(1) Serve as the Joint Staff focal point for joint intelligence readiness issues.

(2) Maintain continuous liaison with combatant command J-2s, Service intelligence departments, and CSAs (DIA, NSA, NIMA) intelligence readiness representatives to clarify strategic/operational high risk intelligence deficiencies.

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(3) Evaluate proposed joint intelligence shortfalls with OPR for intelligence funding, manpower, equipment and training to develop near-term solutions and tradeoffs for readiness deficiencies.

(4) Coordinate and/or monitor combatant command and CSA (DIA, NSA, NIMA) plans of action to mitigate risk for intelligence deficiencies.

d. Director for Operations, J-3

(1) Coordinate and conduct the JQRR process as established in Enclosures C through I.

(2) Coordinate and publish the JQRR events schedule.

(3) Publish a JQRR scenario guidance message 75 days prior to the JQRR message due date in the sequential reporting process.

(4) Brief joint readiness status at the Full JQRR.

(5) Consolidate a list of new combatant command, Service, and CSA current readiness deficiencies after each Feedback JQRR. Draft the Director's memorandum assigning responsibility for monitoring the status of actions to address JQRR deficiencies to the appropriate Joint Staff directorate.

(6) Coordinate with Joint Staff OPRs to identify deficiencies requiring new or additional programmatic action that may benefit from consideration by the JROC process (study, Chairman's Program Assessment (CPA)/Chairman's Program Recommendation (CPR) language). Draft the Director's memorandum that nominates these deficiencies to J-8 for JROC consideration. For each deficiency, prepare a baseline description that accurately describes the deficiency and requested action.

(7) Coordinate, with appropriate directorates, readiness issues that require resolution through plans and/or policy adjustments for inclusion in the JSPS.

(8) Manage the JQRR DDB, J-3 Readiness Web site, and JQRR POC List.

(9) Draft a CJCS message to the combatant commands, Services, and CSAs that summarizes results of each quarterly JQRR cycle. For new issues judged not to meet the criteria, prepare a summary of reasons for non-acceptance and identify additional information requirements to the submitting command.

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(10) Collaborate with J-8 on the combatant commander's assessment of the CSAs' responsiveness and readiness to support the combatant commander's requirements.

e. Director for Logistics, J-4

(1) Address single Service logistics readiness issues that affect joint warfighting requirements, war plans, and doctrine.

(2) Assess, in coordination with appropriate directorates, CSAs, and USTRANSCOM, joint and combined logistics issues that require resolution through plans and/or policy adjustments for inclusion in the JSPS.

f. Director, Strategic Plans and Policy, J-5. Assess, in coordination with appropriate directorates, readiness issues that require resolution through plans and/or policy adjustments for inclusion in the JSPS.

g. Director for Command, Control, Communications, and Computer Systems, J-6

(1) Address single Service C4 readiness issues that affect joint warfighting requirements, war plans, and doctrine.

(2) Assess, in coordination with appropriate directorates, CSAs, and combatant commands, joint and combined C4 issues that require resolution through plans and/or policy adjustments for inclusion in the JSPS.

h. Director, Operational Plans and Joint Force Development, J-7

(1) Provide or update the J-3 on combatant command and CSA JMETs associated with deliberate plans and operations to assist in the readiness assessments.

(2) Address single Service training readiness issues that effect joint warfighting requirements, war plans, joint education, training, and doctrine.

i. Director for Force Structure, Resources, and Assessment, J-8

(1) Review deficiencies nominated by the Director that require new or additional programmatic action for JROC consideration.

(2) Notify the Director, Joint Staff, via JROC memorandum (JROCM), of JROC decision to study nominated deficiencies and final JROC disposition of JQRR deficiencies that have completed JWCA study.

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(3) Assist Joint Staff directorates in tracking the status of, and keeping combatant commands, Services, and CSAs informed on, the status of readiness deficiencies in JWCA study.

(4) Assist Joint Staff JQRR POCs in determining funding and resource levels for specific JQRR issues.

(5) When directed by the Chairman, conduct short turn-around Joint Staff internal assessments of current and/or projected operations impact on other regional taskings.

(6) Assess force structure issues identified in the JQRR for inclusion in joint force capabilities and requirements analyses and JSPS force structure-related documents.

(7) Collaborate with J-3 on the assessment of the CSA's responsiveness and readiness to support the combatant commands through the Chairman's Combat Support Agency Review Team (CSART) program.

(8) Identify and provide to the J-3 findings from the biennial CSART assessment (see CJCSI 3460.01) if not previously identified in CSA or combatant command JQRRs that identify readiness shortfalls within the CSAs.

## ENCLOSURE C

## JQRR PROCEDURES

1. Semi-Annual JQRR Scenarios/Quarterly Assessments. The JQRR process evaluates two scenarios each calendar year. Each semi-annual scenario evaluation consists of two interrelated, sequential quarterly (3-month) reviews conducted by the supporting and supported combatant commands, Services, and CSAs.

a. Supporting Combatant Command, Service, and CSA Review and Assessment. In the 1st and 3rd quarters (January and July), supporting combatant commands, Services, and CSAs assess readiness to meet requirements of current, plus 12 months, and the warfighting scenario. Required monthly activities to support quarterly reviews are detailed in paragraph 2.

b. Supported Combatant Command Review and Assessment. In the 2nd and 4th quarters (April and October), the supported combatant command(s) assesses readiness to meet the requirements of current, plus 12 months, and the warfighting scenario. Supported combatant command assessments consider the findings and reports from the 1st/3rd quarter JQRR (supporting combatant commands, Services, CSAs) to develop a combined readiness assessment.

c. JQRR Scenario Message. The message (April, October) will clearly articulate each JQRR reporting entity's reporting cycle.

2. Required Monthly JQRR Activity. Each quarterly review and assessment consists of the following monthly events (applicable to both supported and supporting combatant command quarterly reviews):

a. Full JQRR. The Full JQRR (see Enclosure D) provides a snapshot of current and scenario readiness and is conducted the first month of each quarter (January, April, July, October). The initial Full JQRR (January and July) is the forum for supporting combatant commands, Services, and CSAs *reporting* of their current, plus 12 months, and scenario readiness. Supporting combatant commands (including USSOCOM), Services (by-exception), and CSAs submit JQRR reports by message to the Joint Staff J-3 per Enclosure G. Services and USSOCOM also present their unit readiness brief as outlined in Enclosure G. The subsequent Full JQRR (April and October) is the forum for supported combatant commands to consider the input from the supporting combatant commands, Services, and CSAs, and report by message, their

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current, plus 12 months, and warfighting readiness based on the same “as of” date as reports submitted in the initial Full JQRR. Services and USSOCOM report readiness during the subsequent Full JQRR with a more current “as of” date allowing OpsDeps and SOOP to brief more up-to-date information (Unit Readiness Briefing only, no message required). Also, a Full JQRR may be conducted on short notice to assess readiness implications of a potential or ongoing militarily significant event.

b. By-Exception JQRR. This review (see Enclosure E) is conducted during months that no Full JQRR is scheduled. Combatant commands, Services, and CSAs report to J-3 any significant changes in readiness since the last Full JQRR. Focus is on degradations or improvements in readiness in the current or plus 12-month assessment areas.

c. Feedback JQRR (FBJQRR). The FBJQRR (see Enclosure F) is chaired by the Director in the third month of each quarter (March, June, September, December). This brief covers the status of actions to address significant readiness deficiencies and issues identified by the combatant commands, Services, and CSAs.

3. SDR. The SDR (see Enclosure H) is chaired by the J3 Deputy Director for Global Operations (DDGO). The SDR reviews all deficiencies with a specific focus on deficiencies that have not been presented at the Full JQRR, FBJQRR, or the SRR within the previous 6-month period and to review the cumulative effect of all risk to the near-term execution of the NMS. By definition, this includes all but green and gray deficiencies. This semi-annual review updates and validates the status of deficiencies in the JQRR DDB. The review results in a determination of issues to be forwarded for more senior review along with an articulation of magnitude and acceptability of the cumulative effect of risk caused by all the deficiencies on the various aspects of the NMS. The SDR is conducted in May and November.

4. SRR. The SRR, chaired by the Vice Chairman, is tailored specifically for the Vice Chairman to make decisions relating to strategic risk management on issues the Director forwards for the VCJCS action or review. The SRR is conducted in March, June, September, and December.

a. The Joint Staff briefs the Vice Chairman on efforts made to resolve deficiencies identified by reporting organizations. The June and December briefings integrate the results of the two previous FBJQRR briefings into an overall strategic assessment. J-3 Readiness prepares the overall key risk elements, strategic concerns, and strategic implications summarizing the previous 6-month JQRR cycle.

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b. The March and September briefings provide an interim strategic assessment based upon the supporting commands Full JQRR reports.

c. The Joint Staff also makes recommendations on actions that could be taken to mitigate the overall near-term strategic risk to include issues for discussion during the SROC, JROC, or other applicable forums.

d. When SRR issues address combatant command, Service, and CSA equities, designated organizational representatives will be invited to attend and/or brief the Vice Chairman at the SRR.

5. Schedule. The JQRR is scheduled near the end of each month. Supporting combatant command Full JQRRs are held in January and July, and supported combatant command Full JQRRs are conducted in April and October. FBJQRRs are held in March, June, September, and December.

6. Attendees

a. Vice Chairman of the Joint Chiefs of Staff. The Vice Chairman chairs the SRR. Issues or recommendations lacking consensus between the combatant commands, Services, CSAs, or Joint Staff are forwarded to the Vice Chairman for resolution. The Vice Chairman serves as the final authority for all JQRR forums.

b. Director, Joint Staff. The Director chairs the FBJQRR. The Director reviews staff analysis and recommendations on deficiencies and also identifies issues that should be taken to the Vice Chairman. Director decisions are made in consultation with the combatant commands, Services, or CSAs.

c. Director, J-3. The Director, J-3, chairs the Full JQRR. J-3 decisions are made in consultation with the combatant commands, Services, or CSAs.

d. Services/USSOCOM. The OpsDepts (or Service Chief's Readiness Representative) and SOOP are the senior representatives for the Services and USSOCOM, respectively. The Services and USSOCOM-SOOP present their unit readiness briefing during each (initial and subsequent) Full JQRRs.

e. The Joint Staff. The Joint Staff J-Directors are the senior representatives for the Joint Staff directorates. The J-directorate's subject matter expert presents the status of deficiency(ies) during the FBJQRR. J-directors or vice directors will attend.

f. Combatant Commands. Combatant commands provide a command representative at each JQRR. This representative may be the combatant

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command's Liaison Officer who will brief, discuss, and explain the combatant commander's position on readiness issues.

g. CSA. CSAs provide an agency representative who will brief, discuss, and explain the agency's status and position on readiness issues at each JQRR forum.

h. OSD. The under secretaries (DUSD) or their representatives with readiness oversight responsibilities are invited to attend JQRR forums.



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## ENCLOSURE D

## FULL JQRR REPORT

1. The Full JQRR Processa. 120 – 104 Days Prior to the Full JQRR Brief

(1) The Full JQRR process begins 120 days prior to the Full JQRR briefing with the development of the draft scenario. The draft scenario is developed based on specific guidance from the J-3 DDGO and the J-3 Readiness Division Chief as well as general guidance from several sources to include the Chairman and Secretary of Defense.

(2) The scenario is then coordinated with Joint Staff JQRR POCs. The scenario is also provided to the Services to assist in the development of their resourcing plans for the scenario (to include Army Bone Charts, Naval CVBG/ARG/MEU Flow, and Air Force AEF Timeline Charts). USTRANSCOM reviews the proposed scenario to validate the scenario timeline and data inputs that are necessary to determine transportation feasibility. These plans are due back to J-3 Readiness NLT 95 days prior to the Full JQRR briefing. Based on feedback, the scenario is updated and coordinated with the combatant commands, Services, and CSAs for final adjustments to the scenario.

(3) Reports are based on the “as of” date established by the JQRR scenario guidance, which is usually the 15th day of the month, 2 months prior to the Full JQRR. For example, the “as of” date for the July Full JQRR would be 15 May.

(a) For the initial Full JQRR (January/July), supporting combatant commands, Services (by-exception)/USSOCOM, and CSAs report by message with the “as of” date published in the JQRR guidance message. Services and USSOCOM also prepare the unit readiness briefing for the initial Full JQRR.

(b) For the subsequent Full JQRR (April/October), supported commands report by message with the same “as of” date used by the supporting combatant commands, Services, and CSAs in preparing reports for the initial Full JQRR. The subsequent Full JQRR report by the Services/USSOCOM is a unit readiness briefing (no message required) based on an adjusted “as of” date or Global Status of Resources and Training (GSORTS) data pull date, also included in the JQRR guidance message. This adjusted date allows Services/USSOCOM to prepare and brief updated unit information at the subsequent Full JQRR briefing.

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b. 104 – 75 Days Prior to the Full JQRR Brief. The scenario is staffed and sent to the J-3 for approval and release 75 days prior to the combatant command, Service, and CSA input due date. The final JQRR message and Service resourcing data are released the same day as the scenario message. Pertinent information is also placed on the J-3 Readiness Homepage.

c. 21 - 14 Days Prior to Full JQRR Brief. Approximately 21 days prior to the Full JQRR Brief, J-3 Readiness receives the supported or supporting combatant command, Service (by-exception), and CSA messages. These messages are read, analyzed, and condensed to highlight the combatant command, Service, and CSA readiness issues. The messages are posted on the J-3 Readiness Homepage.

d. 14-7 Days Prior to the Full JQRR Brief. Approximately 14 days prior to the Full JQRR brief, J-3 Readiness conducts a VTC with the combatant commands, Services, and CSAs to ensure the Joint Staff accurately captured the readiness assessments and issues. Once all updates have been completed, Planner JQRR slides are posted to the J-3 Readiness Homepage.

e. 7 Days prior to the Full JQRR Brief. J-3 Readiness receives the draft Service slides (minimum 1 working day prior to the Planner JQRR). J-3 Readiness conducts the Planner JQRR (a dry-run for the Full JQRR) with Joint Staff representatives and Service planners to resolve last minute issues prior to the Full JQRR Brief. Service and USSOCOM unit readiness slides are due to J-3 Readiness 1 day prior to the Planner JQRR. After the Planner JQRR is completed, J-3 Readiness receives the finalized Joint Staff and Service slides and posts them to the J-3 Readiness Homepage.

f. Initial Full JQRR Brief for the Supporting Combatant Commands, Services/USSOCOM, and CSAs. An information briefing is given to the J-3 on current, plus 12 months, and scenario readiness from a supporting combatant command, Service, and CSA perspective. Once the Full JQRR briefing is complete, the new readiness issues or shortfalls are staffed to the Joint Staff JQRR POCs for analysis and validation. The accepted deficiencies are analyzed for changes and updates in status and risk assessments. See Figure D-1 for the sequence of the initial Full JQRR process.

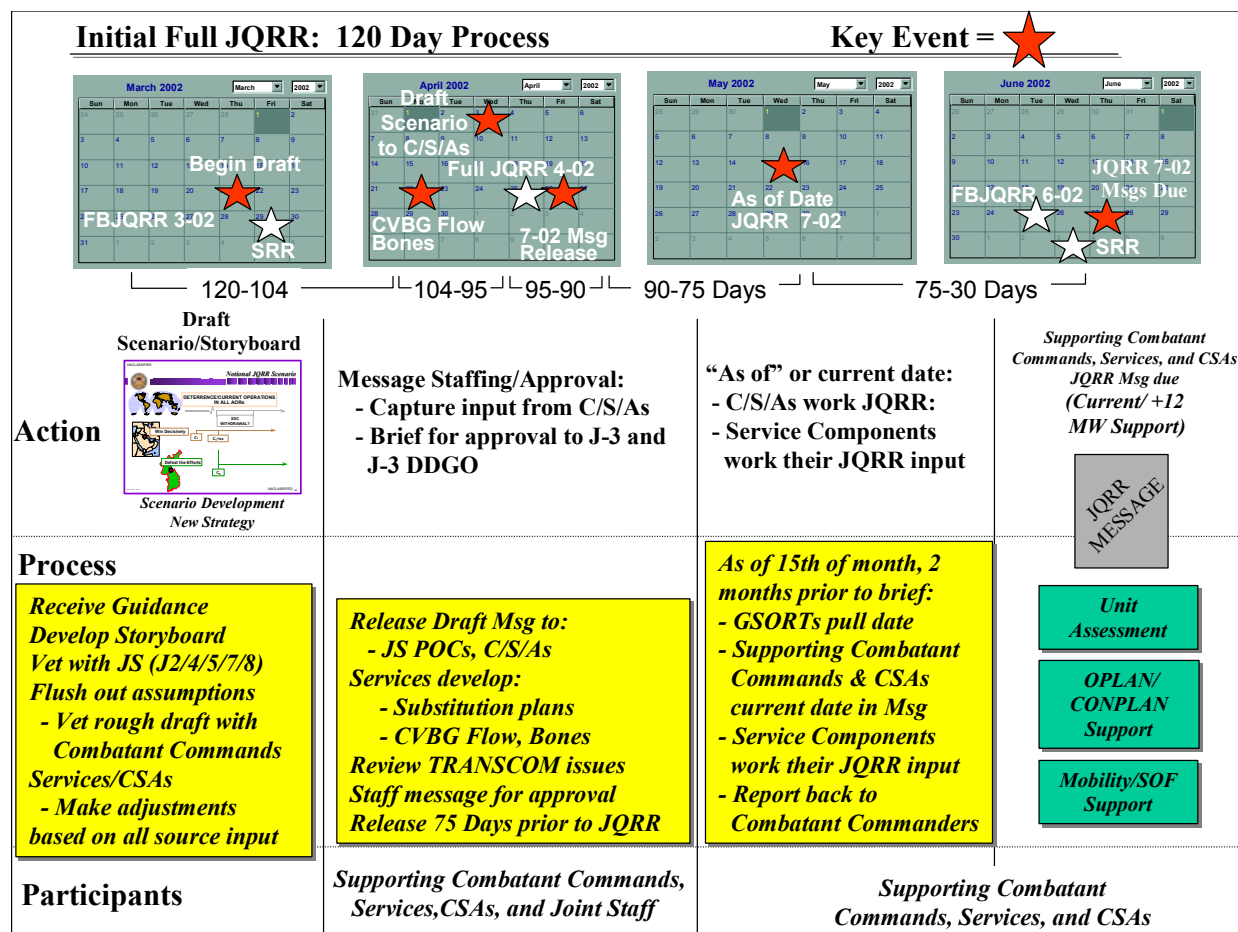


Figure D-1. Initial Full JQRR: 120-Day Process

g. Subsequent Full JQRR Brief for the Supported Combatant Commands and Services/SOCOM. In the second round of reporting, with the supporting combatant command's briefings complete, the process provides a minimum of 90 days for the supported combatant commands to consider the readiness of the supporting combatant commands, Services, and CSAs. Supported combatant commands and Services brief current, plus 12 month, and scenario readiness. The scenario timeline and “as of” date is the same for the supported combatant commands as that for the supporting combatant commands and CSAs. The Services and USSOCOM prepare unit readiness briefings using the “as of” date or subsequent GSORTS data pull date found in the JQRR guidance message. See Figure D-2 for the sequence of the subsequent Full JQRR process.

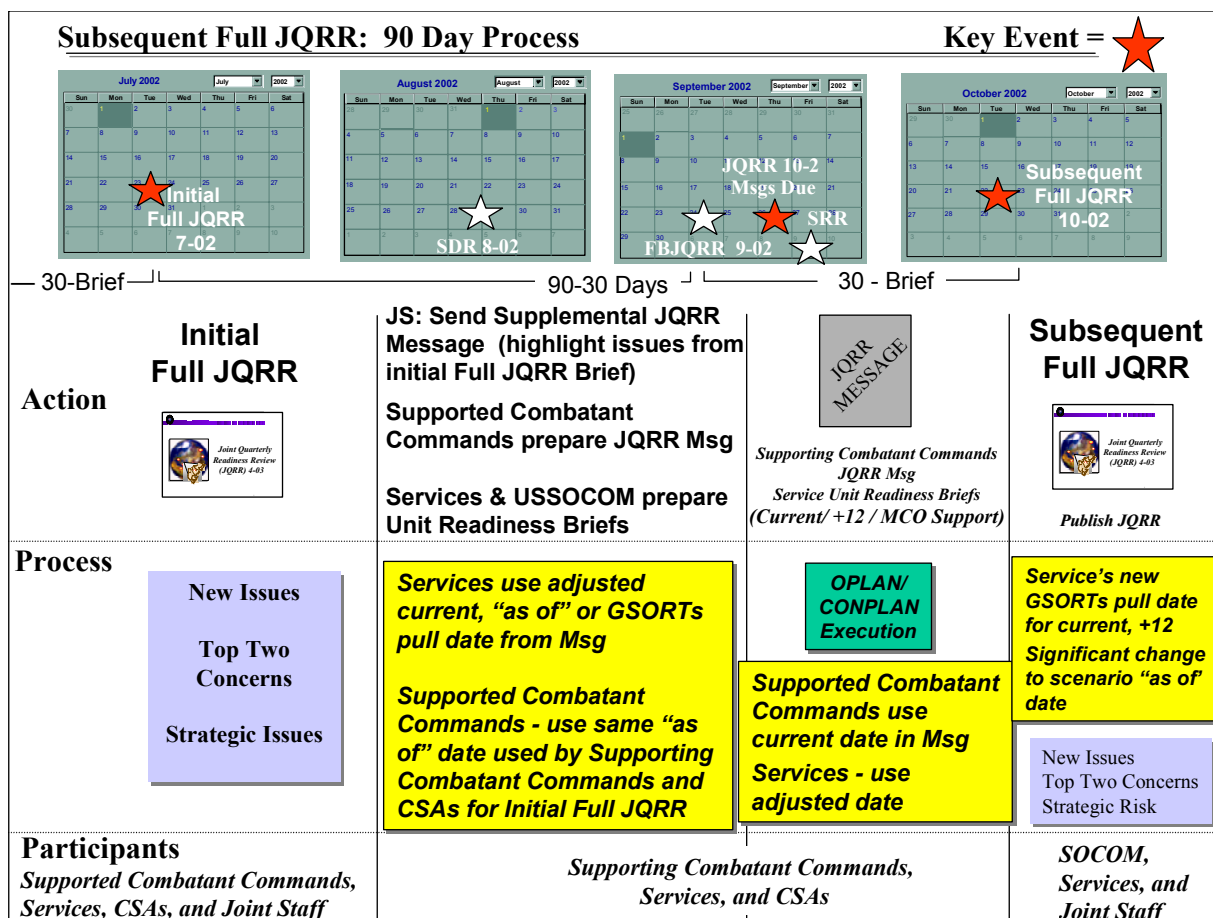


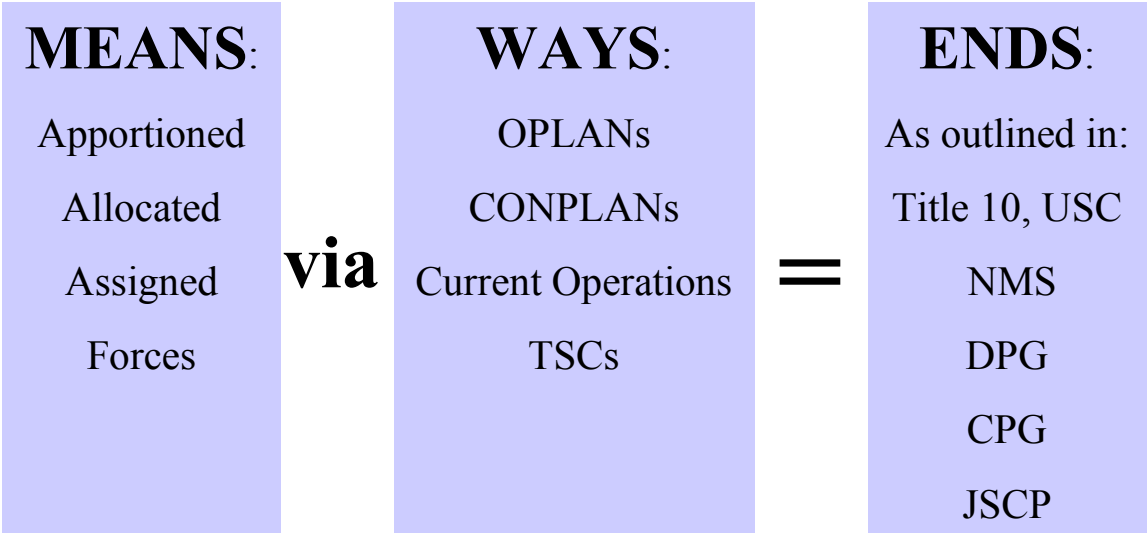
Figure D-2. Subsequent Full JQRR: 90-Day Process

2. JMETs. Combatant commands include in their Full JQRR report the impact(s) of the reported shortfalls or deficiencies to execute their JMETs. Services and CSAs report against applicable FAs per Table D-4. CSAs report against JMETs once developed.

### 3. Combatant Commands Readiness Report

a. The JQRR requires the combatant commands (supported and supporting) to report, via standardized message format (see Enclosure G). Commanders assess the impact of shortfalls against their applicable JMETs associated with their ability to execute current missions and forecasted (plus 12 months) missions and support execution of a warfighting scenario, using the criteria in Table D-1. Commanders report shortfalls that drive JMETs to M-3 or M-4 and meet the requirements depicted in Figure D-4. Specifically, assessments must be based on approved national objectives, military objectives, and military requirements. (See Figure D-3 and Glossary.)

# The Context of the JQRR



The JQRR measures the **MEANS** available to the Combatant Commander given specific plans designed to achieve regional taskings.

Figure D-3. The Context of the JQRR

Table D-1. JQRR M-Level Criteria

JMET/ FUNCTIONAL AREA M-LEVEL	ASSESSMENT
M-1	Minor issues or shortfalls with negligible impact on capability to accomplish a JMET/AMET/FA.
M-2	Issues or shortfalls with limited impact on capability to accomplish a JMET/AMET/FA.
M-3	Issues or shortfalls have significant impact on capability to accomplish a JMET/AMET/FA.
M-4	Critical issues or shortfalls that preclude accomplishment of a JMET/AMET/FA.

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b. National objectives, military objectives, and military requirements are derived from planning documents UCP, National Security Strategy (NSS), NMS, Contingency Planning Guidance (CPG), JSCP, OPLANs, CONPLANs, and JCS-directed taskings as well as resourcing documents (i.e., Defense Planning Guidance (DPG)). These planning documents serve as the basis for measuring current readiness via the JQRR. The chart at Figure D-4 can help combatant commands determine if an identified issue should be submitted as a potential JQRR deficiency. New issues/shortfalls must be measurable, significant, current, and in accordance with the NMS to meet the standards for acceptance as JQRR deficiencies. The deficiency standard for significance is met if the shortfall drives a JMET to the M-3 or M-4 level.

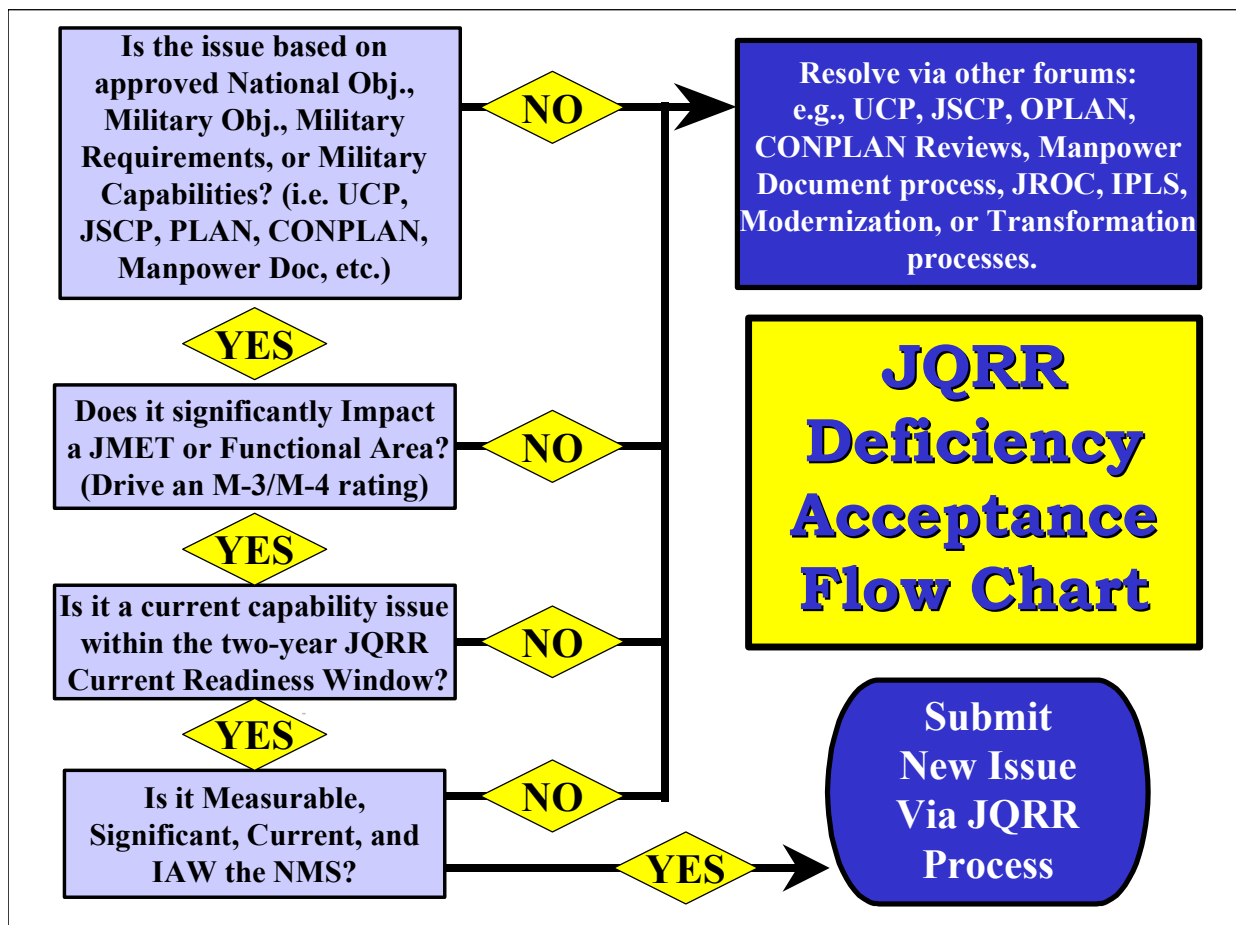


Figure D-4. JQRR Deficiency Acceptance Flow Chart

c. Reporting Guidance. Clear, concise and substantiated assessments are critical to the success of the JQRR reporting process.

(1) Combatant commands report **against current operational requirements**, not desired capabilities. The JQRR is a tool for assessing current readiness, not a vehicle for validating desired force enhancements or

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new capabilities. There is no requirement for JQRR deficiencies to also be on a combatant commander's IPL or for IPL items to be JQRR deficiencies. There is clearly a correlation between JQRR deficiencies and IPL items and combatant commanders can reinforce the importance of certain issues by identifying them through both processes.

(2) When reporting readiness levels, combatant commands identify and report specific deficiencies (root cause of the problem) that drive a JMET to M-3 or M-4. Combatant commands identify:

(a) The specific current requirement not being met and its corresponding source document (UCP, DPG, JSCP, OPLANs, CONPLANs, or JCS-directed tasking).

(b) Quantified shortfall in meeting the requirement.

(c) Specific operational impact (e.g., time delay, capability degraded).

(d) What risk are we exposed to?

(e) What action was attempted to alleviate the deficiency (other ways and other means)?

(f) Exactly what is required to improve the deficiency to an M-1 or M-2 level?

(3) Combatant commands may use GSORTS, RAS, or other joint C2 applications as tools to assist in the JQRR assessment process.

(4) Combatant Commander's CSA Narrative. Combatant commanders make specific comments, when appropriate, about the adequacy and responsiveness of CSA support received and what requirements will not be met for current operations. Combatant commanders review CSA JQRR and CSART reports and comment on: CSA support for projected operations over the next 12 months and CSA support for the execution of the scenario.

(5) Supported Combatant Commander's Narrative. Supported combatant commanders make specific comments, when appropriate, about the adequacy and responsiveness of support received and what requirements will not be met based on the supporting combatant command's and Service's JQRR reports for current operations, projected operations over the next 12 months, and the execution of the scenario.

(6) Supporting Combatant Commander's Narrative. Supporting combatant commanders, **including USSOCOM**, provide an overall assessment of their command's ability to support current operations, projected operations

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over the next 12 months, and the execution of the scenario. Assessments should identify external constraints that limit support to the supported combatant commands. The format for the narrative is not prescriptive. This narrative is designed to fulfill the reporting requirements of the Chairman outlined in Section 193 of title 10, USC.

d. Current and Plus 12-Month Reporting Requirements. Combatant commands assess readiness and capability against their applicable JMETs to meet current and 12-month projected regional or functional missions. This element shows the ability, using JMETs, to meet ongoing and projected operations. Although the current and plus 12-month assessment excludes **execution** of scenario elements, it includes assessment of operations intended to **assure, dissuade, and deter**.

e. JQRR Scenario. The purpose of this component is to show ability to meet NMS requirements. Additional threats or lesser contingencies (LCs) may be integrated into the scenarios to assess readiness to execute all portions of the NMS. Combatant commands assess their readiness and ability to meet scenario requirements. Combatant commands assess their ability to meet JSCP regional taskings as a supported or supporting combatant command for the scenario established in the JQRR scenario guidance message. It is recognized that any scenario may degrade, to some degree, ongoing operations in other theaters.

f. Overall Risk Assessment (RA) Level. In addition to detailing deficiencies/shortfalls in meeting requirements of scenario requirements and linking them to degraded JMETs, combatant commands assign an overall RA-level to their ability to execute the current, plus 12 months, and scenario. To determine the RA-level, combatant commands consider accepted deficiencies, new issues identified during the current JQRR, and cumulative risk in answering the three questions listed in Figure D-5.



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# 1. Will the Combatant Commander achieve the end state?



## 2. What is the potential cost?

(Equipment, casualties, terrain, morale, funding, etc.)

- Potential cost is as expected when planned
- Potential cost is a major concern
- Potential cost is disproportionate to objectives

## 3. What is the impact on the plan timelines?

= As planned

**2x** Twice as long as planned

**3x** Triple the time estimated

### Notes:

1. Based on answers to these questions, as applied to the cumulative deficiencies, use Table D-2 as a worksheet to assist in determining RA-level. This tool is intended to aid assessment and help leaders understand the manifestation of strategic risk.

2. The RA levels were established by looking at the extremes of the three elements of risk and the time dependence of NMS. The rules for the RA associations avoid weighted interpretations of the various permutations.

3. The RA-level definitions, see Table D-3, assist in the determination of the overall RA-level for current, plus 12 months, and JQRR scenario requirements.

Figure D-5. RA-Level Deficiency Impact Considerations

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Will you achieve the Strategic Endstate?	What is the cost of achieving ends in friendly losses	What is the cost of achieving ends in time	RA-Rating
Yes	As expected/planned	As expected/planned	RA-1
Yes	As expected/planned	Twice as long as planned	RA-1
Yes	As expected/planned	Triple the time estimated	RA-3
Yes	Major Concern	As expected/planned	RA-1
Yes	Major Concern	Twice as long as planned	RA-2
Yes	Major Concern	Triple the time planned	RA-3
Yes	Disproportionate	As expected/planned	RA-3
Yes	Disproportionate	Twice as long as planned	RA-3
Yes	Disproportionate	Triple the time planned	RA-3
Maybe	As expected/planned	As expected/planned	RA-2
Maybe	As expected/planned	Twice as long as planned	RA-2
Maybe	As expected/planned	Triple the time planned	RA-3
Maybe	Major Concern	As expected/planned	RA-2
Maybe	Major Concern	Twice as long as planned	RA-2
Maybe	Major Concern	Triple the time planned	RA-3
Maybe	Disproportionate	As expected/planned	RA-3
Maybe	Disproportionate	Twice as long as planned	RA-3
Maybe	Disproportionate	Triple the time planned	RA-3
No	As expected/planned	As expected/planned	RA-4
No	As expected/planned	Twice as long as planned	RA-4
No	As expected/planned	Triple the time planned	RA-4
No	Major Concern	As expected/planned	RA-4
No	Major Concern	Twice as long as planned	RA-4
No	Major Concern	Triple the time planned	RA-4
No	Disproportionate	As expected/planned	RA-4
No	Disproportionate	Twice as long as planned	RA-4
No	Disproportionate	Triple the time planned	RA-4

Table D-2. Risk Assessment Level Worksheet Example

Risk Level	Definition
<b>RA-1</b>	Low Risk to attaining strategic end state.
<b>RA-2</b>	Medium Risk to attaining strategic end state.
<b>RA-3</b>	High Risk to attaining strategic end state.
<b>RA-4</b>	Will not attain strategic end state.

Table D-3. Risk Assessment Level Definitions

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4. Service Readiness Report. The JQRR requires Service OpsDeps and USSOCOM SOOP to report their respective Service/unit readiness by providing a unit brief and JQRR message, by-exception, per the briefing and message formats shown in Enclosure G.

a. Unit Readiness Report Briefs (Service and USSOCOM Briefs). The brief format is designed as a guide to achieve a degree of reporting conformity. Service OpsDeps and USSOCOM-SOOP may modify the briefing content as necessary to convey the assessment. In general, the Services and USSOCOM show current force commitments; current and projected unit readiness (combat and support forces); an assessment of readiness trends; and force assignments to a notional scenario selected by the Joint Staff. Services and USSOCOM brief and submit message reports with the supporting combatant commands for the initial Full JQRR. They brief again for the subsequent Full JQRR, 3 months later, with the supported combatant commands. The “as of” date for the initial Full JQRR brief and message is specified in the JQRR guidance message. The subsequent report by the Services and USSOCOM is based on an adjusted “as of” date or GSORTS data pull date that is included in the JQRR guidance message. This allows the Service and USSOCOM to brief, by-exception, updated changes in readiness or information since the initial Full JQRR Brief. This element shows current unit status and the Services’ subjective analyses of projected unit readiness for one year. At a minimum, the following areas must be covered:

(1) Current Unit Location by Geographic Combatant Commands. This element provides visibility into current force deployments or commitments throughout the world. (See Enclosure G.)

(a) For the initial Full JQRR briefing, the Services and USSOCOM depict the current location of significant combat, combat support, and combat service support units by geographic area of responsibility that impact the scenario and the overall availability of forces based on the “as of” date to illustrate current force commitments or deployments. For this task, “current” is defined as the “as of” date and GSORTS pull date specified in the JQRR guidance message for the first Full JQRR of the reporting cycle.

(b) For the subsequent Full JQRR briefings, Services and USSOCOM prepare unit readiness briefings (slides, no message required) with an “as of” date and GSORTS pull date closer to the subsequent Full JQRR briefing date that highlights changes in force commitments or deployments from the “as of” date detailed in the JQRR scenario message. This “closer” date is specified in the JQRR guidance message. In most cases, an aggregation of forces is appropriate to maintain the macro-level scope of the JQRR.

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(2) Current and Projected (Plus 12 Months) Unit Readiness

(a) The Services and USSOCOM also depict current and plus 12-month readiness of the forces identified above. Depicted forces reflect their overall readiness using GSORTS C-level actual or aggregated reports “as of” the date specified in the JQRR message.

(b) The projected date is 12 months (plus 12 months) from the scenario specified *current* date.

(3) Scenario Commitment. This element of the brief identifies specific units that would be committed to support the designated combatant commander and the overall status of those units. (See Enclosure G.)

(a) The Services and USSOCOM depict the significant units or forces committed to the JQRR scenario. Combat forces should be depicted at the brigade or battalion level for ground forces, wing or squadron level for air forces, and battle group level for naval forces.

(b) The scenario guidance identifies necessary planning assumptions (I-day, C-day, D-day, JSCP Force Tables, etc.) to allow the Services and USSOCOM to assign specific units. In general, JQRR scenarios start with real-world ongoing operations and include a J-3-approved notional scenario.

(c) Reflect the depicted forces’ overall C-level status (from GSORTS) “as of” the scenario C-day. Forces not at C-1 or C-2 on scenario C-day reflect, in parentheses, the projected C-level to be attained by color-coding the number of days from C-day when the force will arrive in the combatant command’s AOR.

(4) Critical Service Readiness. This element of the brief shows the Services’ and USSOCOM’s support force adequacy and readiness to meet combatant command requirements.

(a) FA Readiness and Trends. The Services and USSOCOM depict current, plus 12 month, and JQRR scenario assessments of their force capability against the applicable 17 FAs depicted in Table D-4 using M-level assessments based on definitions provided in Table D-1 (see Figure G-1). Services and USSOCOM assess the impact of shortfalls that drive an FA to M-3 or M-4 and meet the requirements spelled out in Table D-1. Projected readiness assessments (plus 12 months) are depicted using trend arrows. Specific amplifying comments are included for each M-3/M-4. At a minimum, the trend comments address the previous 2 years and project forward 1 year.

Functional Area	Associated Elements
<b>Personnel and Manpower Support</b>	Personnel augmentation, rotation planning, personnel accountability and strength reporting, civilian personnel, Reserve component call-up, single-Service personnel support, non-US local civilian hire and manpower issues.
<b>Intelligence Support</b>	Intelligence Cycle (Dissemination and integration, planning and direction, collection, analysis and production, processing and exploitation), Joint Intelligence Architecture, Disciplines and Sources (IMINT, HUMINT, SIGINT, MASINT, OSINT, TECHINT, CI, FISINT) and Target Intelligence.
<b>Supply</b>	Actions to acquire, manage, receive, store and issue materiel required by operating forces to equip and sustain the force from deployment through combat operations and their redeployment.
<b>Maintenance</b>	Actions taken to keep materiel and equipment in a serviceable condition, to return it to service, or to update and upgrade its capability.
<b>Civil Engineering</b>	Provides construction, damage repair, operation and maintenance of roads and facilities, and logistic enhancements required by combatant commands in order to sustain military operations.
<b>Mobility</b>	Deployments, distribution and redeployments supported by: strategic lift, in-transit visibility, air refueling, aeromedical evacuation, intra/inter-theater movements, Joint Logistics Over-the-Shore (JLOTS), power projection and throughput enablers.
<b>Health Services</b>	Patient movement, primary care, hospitalization, medical logistics, medical laboratory services, blood management, vector control, force health protection services, veterinary services, dental services, preventive health care and required C3.
<b>Other Services</b>	Foodservice, billeting, textile repair, clothing exchange, laundry, shower, postal, finance, personnel admin, religious and mortuary affairs.
<b>Joint Operation Planning</b>	Mobilization planning (primary responsibility of Services), deployment planning (combatant commands and USTRANSCOM), employment, sustainment and redeployment planning.
<b>Training</b>	Readiness issues related to Joint Training should be reported with reference to the authoritative requirement. METLs should be used to assist combatant commands and CSA assessment of issues.
<b>Special Operations</b>	Direct Action, Combating Terrorism, Foreign Internal Defense, Unconventional Warfare, Special Recon, PSYOP, Civil Affairs, Information Ops and Counter proliferation.
<b>Space Operations</b>	Space Systems Operations {Ground stations, launch facilities, checkout, storage facilities, warfighter mission and other user terminals, communication links, and spacecraft (manned and unmanned)}, Space Control and Warfighter Support.
<b>Information Operations</b>	Computer Network Operations, Electronic Warfare, PSYOP, Military Deception, OPSEC
<b>Nuclear Operations</b>	Deterrence, Capabilities and Force planning employment.
<b>Combat Engineering</b>	Combat Engineering {Mobility (Countermining, assault bridging, combat roads and trails, Forward aviation combat eng, eng recon), Counter Mobility (Obstacle development and integration), Survivability (Fighting Positions, Force Protection, Construction Support, Camouflage, Concealment, Deception.)) Includes Topographic Engineering.
<b>Antiterrorism/ Force Protection</b>	Measures used to reduce the vulnerability of individuals and property to terrorist attack.
<b>C4</b>	C4 systems that are interoperable, flexible, responsive, mobile, disciplined, survivable and sustainable.

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(b) Overall Risk Assessment (RA). In addition to the 17 FA assessments, Services assign overall RA levels to their ability to execute the current, plus 12 months, and scenario requirements (see Figure G-2). To determine the RA level, Services consider accepted deficiencies, new issues identified during the current JQRR, and cumulative risk in its ability to fulfill Force Flow and mission requirements of the combatant commands they support.

(c) Key Crew/Squad Manning Trends. Services brief key crew/squad/squadron aircraft type manning trends and current level based on appropriate SORTS reports.

(d) Tempo Reporting Requirements. Services provide an executive-level summary of current tempo and its associated impact on readiness. The associated metrics developed by each Service should accurately capture Service tempo concerns and must comply with the DPG-directed operations tempo review. The presentation includes:

1. Service tempo for the previous 12 months broken out by unit type, weapon platform, personnel specialty or ship type.
2. Identification of appropriate peacetime tempo threshold above which a Service would expect to see long-term readiness degradation.
3. Identification of unit, weapon platforms, personnel specialties, and/or ship categories that exceed the tempo threshold.
4. Corrective action plans, if applicable, to address excessive tempo.

(e) Other topical special interest items may be added as directed by the Director.

b. Service Message (by-exception). The message provides the Services an official venue to submit identified issues/shortfalls for consideration as deficiencies. If there are no Service issues identified for consideration as deficiencies, the message may be omitted. However, the Service brief must address the remaining data that would have been contained in the message. Further references in this instruction to the Service message address the content required if the message is used. The message should provide the detailed background and initial analysis of potential deficiencies and should not duplicate information provided in the Service brief.

(1) Service Readiness. Services (by-exception) (USSOCOM reports as a combatant command) report via the standardized message format (see Enclosure G) Service readiness by assessing applicable FAs. Services assess

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the impact of shortfalls against applicable FAs and report detailed comments to address shortfalls that drive an FA to M-3 or M-4 and meet the requirements depicted in Figure D-4.

(a) Assessments. Services assess their ability to execute current missions and forecasted (plus 12 months) missions and support execution of the warfighting scenario. Where deficiencies or shortfalls fail to meet mission requirements use the criteria in Table D-1 to determine appropriate M-Level and FA degradation. Specifically, assessments must be based on approved national objectives, military objectives, military requirements and operational requirements. (See Glossary.)

(b) Planning Documents. The aforementioned objectives, capabilities and requirements are derived from the UCP, DPG, JSCP, OPLANs, CONPLANs and JCS-directed tasks. These planning documents serve as the basis for measuring current readiness via the JQRR. The decision matrix at Figure D-4 can help Services in determining if an identified shortfall meets the criteria for a JQRR deficiency.

(c) Reporting Guidance. Clear, concise and substantiated assessments are critical to the success of the JQRR reporting process.

1. Services report against current operational requirements, not desired capabilities.

2. Services assess applicable FAs and identify and report specific shortfalls (root cause) that drive readiness levels of M-3 or M-4 for an FA.

3. For deficiencies driving an FA to M-3 or M-4, Services:

a. Identify the specific current requirement not being met and its corresponding source document (DPG, JSCP, OPLANs, CONPLANs, or JCS-directed tasking).

b. Quantify shortfall in meeting the requirement.

c. Specify operational impact (e.g., time delay, capability degraded).

d. Quantify the specific risk if the requirement is not met.

e. Describe action taken to alleviate deficiency (other ways or means).

f. Define exactly what is required to improve the deficiency (to at least an M-2 level) for the applicable FA.

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4. Services may use the JMETL, GSORTS and RAS as tools to assist in the JQRR assessment process.

5. Services make specific comments, when appropriate, about their capability to provide required support for each applicable FA.

(d) Current and plus 12 month Reporting Requirements. Services assess their readiness and capability against applicable FAs to meet current and 12-month projected regional or functional missions. This element demonstrates the Service's ability to meet ongoing and projected operational requirements. Although the current and plus 12 assessment excludes **execution** of the notional scenario, it includes assessment of operations intended to **assure, dissuade, and deter**.

(2) JQRR Scenario. This element shows the Service's ability to support force requirements. MWs and additional threats or LCs may be integrated into the scenario to assess readiness to execute all portions of the NMS. Services assess their readiness and ability to meet the scenario requirements. It is recognized that any scenario may degrade, to some degree, ongoing operations in other theaters.

(3) Overall Risk Assessment (RA). In addition to the 17 FA assessments, Services assign overall RA-levels to their ability to execute the current, plus 12 months, and scenario requirements using Table D-3. To determine the RA-level, Services consider accepted deficiencies, new issues identified during the current JQRR, and cumulative risk in its ability to fulfill Force Flow and mission requirements of the supported combatant commands.

(4) Service Chief's Narrative

(a) Service Chief's CSA Narrative. Service Chiefs make specific comments, when appropriate, about the adequacy and responsiveness of CSA support received and what requirements will not be met for current operations. Service Chiefs review CSA JQRR reports and comment on CSA support for projected operations over the next 12 months, and CSA support for the execution of the scenario.

(b) Service Chief's Support Narrative. Service Chiefs provide an overall assessment of their Service's ability to support current operations, projected operations over the next 12 months, and the execution of the scenario. Assessments should identify external constraints that limit support to the supported combatant commands. The format for the narrative is not prescriptive. This narrative captures information to address the reporting requirements of the Chairman outlined in Section 193 of title 10, USC.



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## 5. CSA Readiness Report

a. Joint Readiness FAs. The JQRR requires CSAs to report, via the standardized message format (see Enclosure G), joint readiness by assessing their Agency Mission Essential Task Lists (AMET).

(1) CSAs assess the impact of shortfalls against their applicable AMETs associated with their ability to execute current missions and forecasted (plus 12 months) missions and support execution of a warfighting scenario, using the criteria in Table D-1. CSAs report shortfalls that drive AMETs to M-3 or M-4 and meet the requirements depicted in Figure D-4. Specifically, assessments must be based on approved national objectives, military objectives, military requirements, and operational requirements. (See Figure D-3 and Glossary for definitions of terms.)

(2) The aforementioned objectives, capabilities, and requirements are derived from the UCP, DPG, JSCP, OPLANs/CONPLANs, and JCS directed tasks. These planning documents serve as the basis for measuring current readiness via the JQRR. The decision matrix at Figure D-4 can help CSAs in determining if an identified shortfall should be submitted as a JQRR deficiency.

(3) Reporting Guidance. Clear, concise, and substantiated assessments are critical to the success of the JQRR reporting process.

(a) CSAs should report **against current operational requirements**, not desired capabilities. The JQRR is a tool for assessing current readiness, not a vehicle for validating desired force enhancements or capabilities.

(b) CSAs assess their applicable AMETs and identify and report specific shortfalls (root cause) that drive an AMET to M-3 or M-4.

(c) For deficiencies driving an AMET to M-3 or M-4, CSAs:

1. Identify the specific current requirement not being met and its corresponding source document (DPG, JSCP, OPLANs/CONPLANs, or JCS-directed tasking).

2. Quantify the shortfall in meeting the requirement.

3. Specify operational impact (e.g., time delay, capability degraded).

4. Quantify the specific risk if the requirement is not met.

5. Describe action taken to alleviate deficiency (other ways or means).

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6. Define exactly what is required to improve the deficiency (to an M-1 or M-2 level) for the applicable AMET.

(d) CSAs may use the AMET and GSORTS as tools to assist in the JQRR assessment process.

(4) Current and plus-12-month Reporting Requirements. CSAs assess readiness and capability against their applicable AMET to support current and 12-month projected regional or functional missions. This JQRR component demonstrates the CSA's ability to meet ongoing and projected operations. Although the current and plus-12 assessment excludes **execution** of a MW, it includes assessment of operations intended to **assure, dissuade, and deter**.

b. JQRR Scenario. This event shows the CSA's ability to support combatant commander's requirements by AMETs. MWs and additional threats or LCs may be integrated into the scenario to assess readiness to execute all portions of the NMS. CSAs assess their readiness and ability to meet scenario requirements. In some instances a CSA may assess "Not Applicable" in a specific AMET. It is recognized that any scenario may degrade, to some degree, ongoing operations in other theaters.

c. Overall Risk Assessment (RA). In addition to the AMET assessments, CSAs assign an overall RA level to their ability to execute the current, plus 12 months, and scenario requirements. To determine the RA level, CSAs consider accepted deficiencies, new issues identified during the current JQRR, and cumulative risk in their ability to support mission requirements of the combatant commands.

d. CSA Director's Narrative. CSA Directors provide an overall assessment of their agency's ability to support current operations, projected operations over the next 12 months, and the execution of the scenario. Assessments should identify external constraints that limit support to the supported combatant commands. CSA directors should also address any readiness findings from their most recent CSART assessment not previously addressed in the report. CSA directors also comment on support received if applicable. The format for the narrative is not prescriptive. This narrative is designed to fulfill the reporting requirements of the Chairman of the Joint Chiefs of Staff outlined in Section 193 of title 10, USC.

## ENCLOSURE E

## BY-EXCEPTION JQRR REPORT

1. Purpose. Combatant commands, Services, and CSAs provide a **By-Exception JQRR** to report changes in current and plus 12 months readiness during months when no Full JQRR is scheduled.
2. Scope. To fulfill the requirements of title 10, USC, as noted below, combatant commands, Services, and CSAs report to J-3 any significant changes in readiness since the last Full JQRR.

***Title 10, USC Requirements*****The Chairman of the Joint Chiefs of Staff shall:**

- (a) On a quarterly basis, conduct a joint readiness review; and
- (b) On a monthly basis, review any changes that have been reported in readiness since the previous joint readiness review.

3. Monthly Readiness Review. Combatant commands, Services, and CSAs will review their readiness in each of the 5 months following their latest Full JQRR report. Focus should be on readiness degradations or improvements in the **current** or **plus 12-month** assessment areas. When identified, report significant changes to readiness to the Joint Staff J-3 in a By-Exception JQRR message.

4. Format. There is no prescribed format for the By-Exception JQRR. The report should expand upon the deviations and impacts the readiness changes have based upon what was reported in the organizations last Full JQRR message. In addition, CSAs will submit a By-Exception Report addressing readiness deficiencies identified by their biennial CSART assessment within one month of the Chairman's signature on the report unless the deficiencies have previously been reported in the Full JQRR.

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## ENCLOSURE F

## FEEDBACK JQRR REPORT

1. Overview. Although the Full JQRR provides a snapshot of combatant command, Service and CSA readiness, the FBJQRR, occurring at the end of each quarter, summarizes the status of actions taken to address readiness deficiencies reported in previous Full JQRRs. It provides an overall assessment of the means available to the United States Armed Forces to execute the NMS given specified strategic end states and substantiated requirements outlined in approved OPLANs, CONPLANs, Orders, and Theater Security Cooperation Plans. The FBJQRR reviews staff actions generated during the previous Full JQRR. Newly identified deficiencies along with current deficiencies that have changed are briefed to the Director. Risk mitigation courses of action are discussed, decided upon, and/or forwarded for VCJCS decision during the SRR.

2. Joint Staff JQRR POCs. The FBJQRR is coordinated by the J-3. However, reporting the analysis and recommendations of individual deficiencies is the responsibility of the respective Joint Staff OPRs or POCs assigned to track and work deficiencies. The OPRs designate a primary POC for each JQRR deficiency assigned to their Joint Staff directorate.

3. New, Changed, or Closed Deficiencies. The initial FBJQRR task is to determine which issues, reported in the Full JQRR, to nominate to the J-3 for acceptance as new JQRR deficiencies.

a. New Deficiencies. Not every issue reported by a combatant command, Service, or CSA will be accepted as a new JQRR deficiency. Criteria for new deficiencies are:

(1) **Measurable**: Must be a specific, quantifiable shortfall in the ability to meet an ongoing operation, or approved OPLANs or CONPLANs. This includes metrics that clearly articulate what is required to attain M-2.

(2) **Significant**: The issue, by itself, drives an M-3 or M-4 level in one of the combatant command's, Service's, or CSA's JMETs or FAs. (Joint Staff J-7 compiles the combatant commander and CSA JMETs.) (See Table D-1 for M-1 through M-4 levels.)

(3) **Current**: Reflects a current (within 2 years) readiness shortfall. Specifically, the issue must reflect a shortfall in the means that were made available for development of the plan. The JQRR is not the appropriate forum to address force modernization issues.

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(4) IAW NMS. The deficiency cannot conflict or expand upon requirements established in the UCP, DPG, CPG, or JSCP.

b. New Issues. After validating the combatant commander's, Service's, and CSA's assessment of submitted issues IAW the above criteria, J-3 Readiness consolidates new issues and nominates Joint Staff OPRs to investigate and monitor each issue. J-3 Readiness staffs this list with appropriate Joint Staff directorates and forwards for Director's approval.

c. Deficiency Analysis. The CJCS's Readiness System is fundamentally about understanding and mitigating risk. Therefore, it is extremely important that mitigating the risk associated with deficiencies include modifying ways and ends -- not just means. In analyzing deficiencies and preparing for the FBJQRR, Joint Staff OPRs must recommend the most appropriate risk mitigation action(s) that should be taken. Actions include but are not limited to:

(1) Eliminate waste by modifying ways and/or means (i.e., focus on critical areas and/or the reallocation of the forces available for planning).

(2) Compress objectives by modifying ends (i.e., change the scope of the regional tasking in the CPG).

(3) Adjust the strategy by modifying ways (i.e., moving from shape respond, prepare to assure, dissuade, deter, defeat).

(4) Augment assets by modifying means (i.e., change Global Military Force Policy (GMFP)).

(5) Reduce ends and increase means (i.e., reduce the number of regional taskings and increase force structure).

(6) Accept current risk -- no viable solution, or the solution is a modernization/transformation issue. However, Information Operations may cause an adversary to misinterpret ends, ways, or means.

d. Closing Deficiencies. Prior to the FBJQRR, Joint Staff OPR POCs, in conjunction with the reporting combatant command, Service, or CSA, nominate satisfied deficiencies for closure. To close a deficiency, either of the following criteria must be met:

(1) In the judgment of the reporting combatant command, Service, CSA, and the J3 DDGO the issue causing an M-3 or M-4 impact on a JMET has been corrected or mitigated to achieve M-1 or M-2.

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**NOTE:** Programming actions are not sufficient to **close** a deficiency -- the fix must be **implemented** to the degree that M-1 or M-2 is achieved.

(2) Reporting combatant command, Service, or CSA chooses not to revalidate the deficiency during the SDR.

e. Vice Chairman Approval. Joint Staff OPRs coordinate closure actions with J-3 Readiness and the reporting combatant command, Service, or CSA. Deficiencies recommended for closure are briefed to the Director, Joint Staff, by the Joint Staff OPR POC during the FBJQRR. Should the Director concur, J-3 Readiness includes that action with other key results of the FBJQRR in the SRR brief to the Vice Chairman. Only the Vice Chairman may close a deficiency without the combatant command's, Service's, or CSA's concurrence.

4. Characterizing JQRR Deficiencies by Status. After a deficiency is identified and assigned to a Joint Staff OPR POC, it is worked to closure per the process depicted in Figure F-1. Joint Staff POCs work implementation of near-term risk mitigation actions. At the FBJQRR, the OPRs recommend one of the following status descriptions (colors) for each new deficiency:

a. Gray (Under Review). The deficiency is being actively reviewed by the Joint Staff OPR to determine the appropriate risk mitigation measures. The Joint Staff OPR may be awaiting the results of a Service or CSA assessment, or better delineation of the nature of the deficiency by the reporting combatant command, Service, or CSA.

b. White (Study Required). The deficiency requires some type of a formal study. The study may range from an in-house JWCA team assessment to monitoring a study conducted by an external agency. Upon completion of the study, the deficiency normally returns to GRAY status as the Joint Staff OPR considers the recommendation of the study and identifies the appropriate risk mitigation action. JWCAs may also recommend status changes included in the study report.

c. Yellow (Fix Approved Outside 2 Years). A modification of means has been identified and programmed. However, the programming action will not be completed within the next 2 years and therefore, the risk associated with the deficiency should still be reviewed for other risk mitigation actions in the interim.

d. Green (Fix Approved Within 2 Years). A modification of means has been identified and programmed. The action will be completed within the next 2 years.

e. Red (No Solution -- Acknowledge Risk). No acceptable risk mitigation action can be taken at this time. All RED deficiencies are reviewed at the SDR to understand their cumulative impact and ensure that no other acceptable risk mitigation actions can, or should, be taken.

f. Blue (Modification Of Ends/Ways). The analysis of the deficiency indicates that the best risk mitigation action is to modify Ends (i.e., regional taskings in CPG and JSCP) or Ways (change the associated plan). The deficiency is reviewed at the same time associated documents that need to be changed come up for review, e.g., the bi-annual review of an OPLAN.

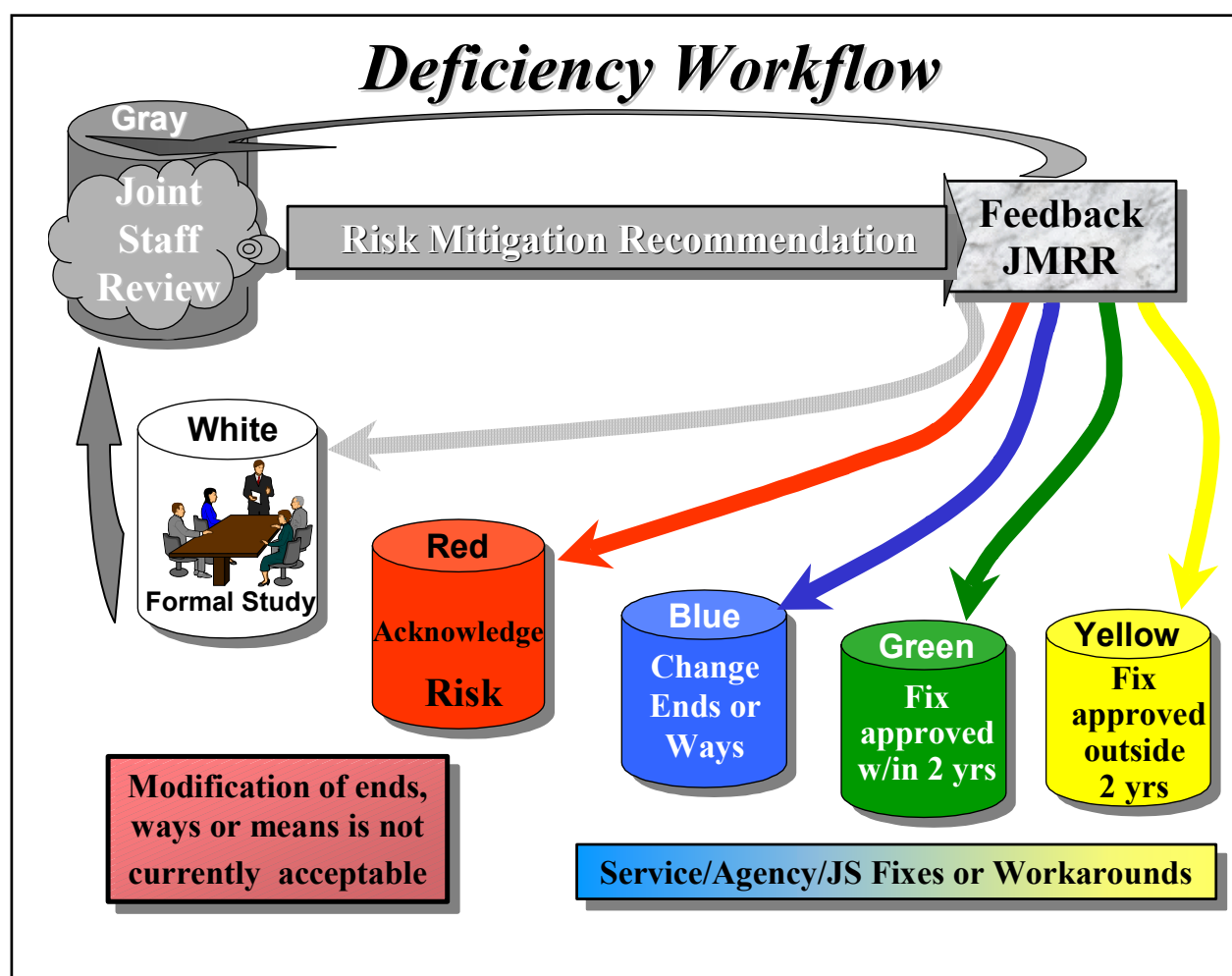


Figure F-1. Deficiency Workflow Process

g. The goal of the FBJQRR is to understand the nature and magnitude of the strategic risk the Armed Forces is exposed to in executing the NMS, discuss



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and decide upon appropriate risk mitigation actions, and to review the status of those actions until they are completed.

5. Briefing the Director. The FBJQRR's primary purpose is to select from recommended risk mitigation courses of action to address combatant command's, Service's, and CSA's key readiness concerns; identify deficiencies requiring review by the Vice Chairman; and provide the overall strategic assessment to be briefed to the Vice Chairman during the SRR.

a. J-3 Presentation. As the process manager, the J-3 briefing serves to integrate the other Joint Staff-directorate and Service or CSA presentations. The brief reviews selected deficiencies, summarizes the deficiency status changes, establishes the link between key risk elements and strategic concerns, and provides overall strategic implications.

b. Joint Staff Directorate Presentations. Each directorate OPR with JQRR deficiencies briefs the following as applicable:

(1) Selected deficiencies and associated key risk elements whose risk mitigation action has changed in form or timing. Included in the briefing are operational impact, status changes, near-term workarounds, and long-term impact. Level of detail depends on the number of deficiencies and time available.

(2) New deficiencies to include recommended color status and recommended risk mitigation COAs.

(3) Closure recommendations and identification of concurrence or nonconcurrence of the affected reporting organization. If contentious (nonconcurrence), articulate why closure should still occur.

c. Service and CSAs Briefings. Services and CSAs brief readiness topics as directed by the Director, or choose issues that indicate how they support the combatant commands. The determination of who briefs (Service or CSA) and topics covered is coordinated between the Joint Staff and the designated briefers and formally requested via Director's memorandum.

6. Providing Feedback. The FBJQRR provides direct feedback to reporting combatant commands, Services, and CSAs on the status of reported deficiencies via the following means:

a. After each FBJQRR, J-3 Readiness updates the JQRR DDB based on the decisions made during the FBJQRR. Joint Staff OPR POCs update the DDB "Remarks" section with the status of actions for each deficiency. J-3 Readiness ensures the JQRR DDB is made available via the J-3 Readiness Web page to combatant command, Service, and CSA staffs.

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b. A dry run of the brief is conducted via a Joint Worldwide Intelligence Communications System (JWICS) Video Telephone Conference (VTC) prior to every FBJQRR. Combatant command and CSA inputs are incorporated into the briefing to the maximum extent practicable.

c. Following each FBJQRR the J-3 publishes, on behalf of the Chairman, a message to the combatant commanders, Service Chiefs, and CSA directors summarizing the results of the FBJQRR.

## ENCLOSURE G

## JQRR BRIEF AND JQRR MESSAGE FORMATS

1. Service and USSOCOM Brief

a. Unit Readiness. Unit readiness reports are submitted and briefed by the Services and USSOCOM at the initial and subsequent Full JQRR briefings. The report formats (Figures G-1 and G-2) are provided as guides and list minimum necessary information. The Services and USSOCOM determine the specific content of the slides and may modify the format as necessary to convey the required information to include making multiple slides. The following data must be provided:

(1) Major unit locations for current, plus 12 months, and scenario MW depicted by combatant command AOR.

(2) Major unit C-levels for **current**. Indicate if major unit C-level below DPG baseline requirements. Identify major units currently committed to on-going operations.

(3) Major unit projected C-levels for plus 12 months. Indicate if major unit C-level below DPG baseline requirements.

(4) Major unit C-levels for **scenario MW**. Indicate if major unit C-level below DPG baseline requirements and day after C-day major unit arrives in scenario AOR. Identify scenario major units currently committed to ongoing operations.

b. Services and USSOCOM Present Current and Projected Readiness Trends in Each Applicable FA: Services assess the impact of shortfalls against applicable FAs per Figure G-1. Services report detailed comments to address shortfalls that drive an FA to M-3 or M-4 and meet the requirements depicted in Figure D-4. Services also describe the resulting impact on support to the combatant command.

**Service Functional Area (M) Assessment**

Functional Area	CURRENT	+ 12 MONTH	Scenario MW X	Scenario MW Y	Scenario LC/HLS
Personnel and Manpower Support	3		3	3	3
Intelligence Support	3		3	3	3
Supply				3	3
Maintenance				3	3
Civil Engineering				3	3
Mobility				3	3
Health Services				3	3
Other Services	4		4	4	4
Joint Operation Planning				3	3
Training			3	4	4
Special Operations			3	3	3
Space Operations				3	3
Information Operations				3	3
Nuclear Operations				3	3
Combat Engineering				3	3
Antiterrorism/ Force Protection				3	3
C4				3	3



N/A



M-3



M-4

Improving



No Change



Declining



NOTES:

1. Additional special interest items added as necessary.
2. Comment on specific shortfalls driving FAs to M-3 or M-4 level assessments.
3. Amplifying comments for each M-3 or M-4.

Figure G-1. Example Service Functional Area (M) Assessment Slide

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c. Overall Risk Assessment (RA) Level. Service OpsDepts and USSOCOM SOOP assign an overall RA level to reflect their ability to execute the current, plus 12 months, and scenario requirements as depicted in Figure G-2. To determine the RA level, Services consider accepted deficiencies, new issues identified during the current JQRR, and cumulative risk in their ability to fulfill force flow and mission requirements of the supported combatant commands.

<b>SERVICE OVERALL RISK ASSESSMENT (RA)</b>
---

JQRR X-XX	Army	Air Force	Navy	Marines
CURRENT	RA 1	RA 2	RA 1	RA 1
PLUS 12 MONTH	RA 3	RA 3	RA 2	RA 2
Scenario MW X	RA 3	RA 3	RA 4	RA 4
Scenario MW Y	RA 4	RA 4	RA 3	RA 3

**COMMENTS:** Services address specific shortfalls that drive degraded risk assessment with justification for degraded FA M-level remarks that meet the criteria established in Table D-1.

**CURRENT:**

**PLUS 12 MONTH:**

**Scenario MW X:**

**Scenario MW Y:**

**NON-MW THEATER IMPACT: Comments reflect the impact on Service's ability to meet other requirements during scenario MW execution.**

Figure G-2. Example of Service Overall Risk Assessment Slide

2. Joint Readiness Brief. Combatant commands, Services (by-exception), and CSAs submit JQRR assessments via message to the Joint Staff J-3. The Joint Staff POCs prepare slides according to the following format:

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a. Overall Risk Assessment (RA) Level. Combatant commands and CSA directors assign an overall RA level to their ability to execute and support the current, plus 12 months, and scenario requirements (see Figure G-3). To determine their RA-level, combatant commanders consider accepted deficiencies, new issues identified during the current JQRR, and cumulative risk in answering the three questions listed in Figure D-5. CSAs consider accepted deficiencies, new JQRR issues, and cumulative risk in their ability to support mission requirements of the combatant commands.

<b>COMBATANT COMMAND AND CSA OVERALL RISK ASSESSMENT (RA)</b>		
<b>JQRR X-XX</b>	<b>Combatant Commands</b>	<b>CSAs</b>
<b>CURRENT</b>	<b>RA 1</b>	<b>RA 1</b>
<b>PLUS 12 MONTH</b>	<b>RA 3</b>	<b>RA 2</b>
<b>Scenario MW X</b>	<b>RA 3</b>	<b>RA 4</b>
<b>Scenario MW Y</b>	<b>RA 4</b>	<b>RA 3</b>

**COMMENTS:** Combatant commands address shortfalls that drive degraded JMETs or FAs with justification for degraded M-level remarks that meet the criteria established in Table D-1. CSAs use AMETs.

**CURRENT:**

**PLUS 12 MONTH:**

**Scenario MW X:**

**Scenario MW Y:**

**NON-MW THEATER IMPACT: Comments reflect the impact on combatant command's and CSA's ability to meet other requirements during scenario MW execution.**

Figure G-3. Example of Combatant Command and CSA  
Overall Risk Assessment Slide

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b. Top Two Readiness Concerns

(1) Combatant commanders, Service Chiefs and CSA directors identify their top two issues.

(2) The top two concerns may be shortfalls driving a JMET or FA to M-3 or M-4 or other readiness issues the combatant commander, Service Chief or CSA director wants to emphasize during the JQRR briefing.

(3) Top two concerns are addressed during the Full JQRR, but only those meeting the criteria for acceptance as a JQRR deficiency will be carried into the analysis process.

c. Specific Assumptions

(1) As required, combatant commands, Services and CSAs develop assumptions made in the conduct of their analysis and assessment process.

(2) They also report these assumptions in the JQRR to permit a full understanding of the thought process used in determining the assessment.

d. M-level Assessments for Each JMET or FA

(1) Combatant commands, Services and CSAs assess applicable JMETs or FAs by category (current, plus 12 month and scenario).

(2) Report specific comments on previously reported deficiencies and newly identified shortfalls that drive a JMET/FA to M-3 or M-4.

e. JMETs and FAs Driven to M-3 or M-4 Due to Significant Deficiency or Shortfall

(1) List open deficiencies from the DDB that individually drive the JMET or FA to M-3 or M-4.

(2) List new issues that individually drive the JMET or FA to M-3 or M-4.

f. Combatant commander's and Service Chief's CSA Narrative. All combatant commanders and Services make specific comments, when appropriate, about the adequacy and responsiveness of CSA support received and what requirements will not be met for current operations. Combatant commanders review CSA JQRR reports and comment on CSA support for projected operations over the next 12 months, and CSA support for the execution of the scenario.

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g. Supported Combatant Commander's Narrative. Supported combatant commanders make specific comments, when appropriate, about the adequacy and responsiveness of support received and what requirements will not be met based on the supporting combatant commands' and Services' JQRR reports for current operations, projected operations over the next 12 months, and the execution of the scenario.

h. Supporting Combatant Commander's, Service Chief's and CSA Director's Narrative. Supporting combatant commanders, Service Chiefs and CSA directors, **including USSOCOM**, provide an overall assessment of their Command's, Service's or Agency's ability to support current operations, projected operations over the next 12 months, and the execution of the scenario. Assessments should identify external constraints that limit support provided to the supported combatant commands. Combatant commanders, Service Chiefs, and CSA directors should also use this section to address new readiness-related findings from recent CSART assessments. The format for the narrative is not prescriptive. This narrative is designed to fulfill the reporting requirements of the Chairman outlined in Section 193 of title 10, USC.

3. Combatant Commander, CSA Director, and Service Chief JQRR Message Format. Combatant Commands, Services (by-exception) and CSAs use the message format in Figure G-5 or G-6 for JQRR reporting. Text in **red** indicates data fields requiring input and/or explanatory comments. All messages are sent to Address Indicator Group (AIG) 936 to ensure combatant commands, Services and CSA participants receive the information. This AIG eventually will be replaced with a DMS mail list.

4. Aggregating Deficiencies to Facilitate Assessments. In addition to ensuring that deficiencies are thoroughly understood and captured, the Full JQRR briefing must assess how deficiencies collectively drive risk to the NMS. To this end, the briefing should provide assessments at the following levels:

a. Key Risk Elements. These are logical groupings of related deficiencies that combine into an intermediate-level problem area. For example, deficiencies describing specific aircraft spare parts shortages could combine into a key risk element titled "Inability to Support Sustained Air Operations." Key risk elements describe operational-level issues. See Figure G-4.

b. Strategic Concerns. Further aggregating key risk elements produces overall strategic concerns. These are the broad concerns that drive risk to the NMS. An example of a strategic concern is "across-the-board shortages of qualified personnel" resulting from key risk elements of pilot shortages, unmanned infantry squads and surface warfare officer shortages. See Figure G-4.



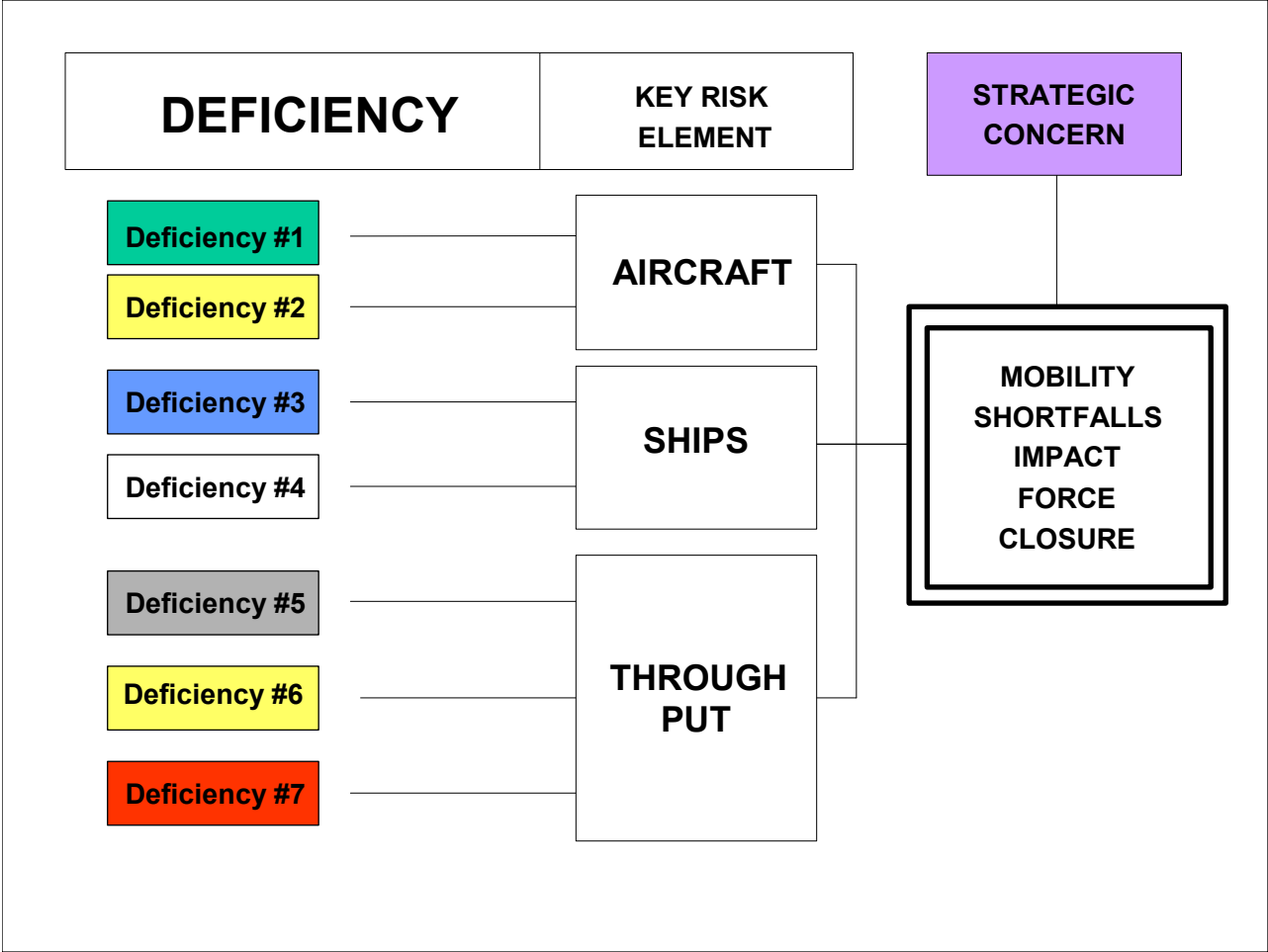


Figure G- 4. Aggregating Deficiencies

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[[INSERT APPROPRIATE CLASSIFICATION]]  
 FM [[YOUR COMMAND, SERVICE, OR CSA]]  
 TO AIG 936  
 INFO XXXXXXXXXXXXXXXX

[[INSERT APPROPRIATE CLASSIFICATION]]  
 SUBJ/[[YOUR COMMAND, SERVICE, OR CSA]] JQRR [[MM-YY]] SUBMISSION//  
 REF/A/MSG/JOINT STAFF J3/DATE TIME GROUP//  
 AMPN/[[CLASSIFICATION]] REF PROVIDES ASSUMPTIONS, SCENARIO PLANNING GUIDANCE,  
 AND ADMINISTRATIVE INFORMATION.//  
 REF/B/DOC/CJCSI 3401.01C/DD MMM YY - TBP//  
 NARR/[[CLASSIFICATION]] REF PROVIDES JOINT STAFF POLICY AND PROCEDURES FOR  
 ASSESSING AND REPORTING CURRENT READINESS AND CAPABILITIES.//  
 POC/[[RANK, NAME, OFFICE AND PHONE NUMBER]]//

RMKS/1. (CLASSIFICATION: U, C, S, TS, ETC.) PER REF A AND B, THE FOLLOWING  
 IS [[YOUR COMMAND, SERVICE, OR CSA]] JQRR [[MM-YY]] ASSESSMENT.

2. ( ) RISK ASSESSMENT (RA): [[RATIONALE NOT REQUIRED IF RA-1 OR RA-2]]
  - A. ( ) CURRENT: RA-X. [[PROVIDE BRIEF SUPPORTING RATIONALE]]
  - B. ( ) PLUS 12 MONTHS: RA-X. [[PROVIDE BRIEF SUPPORTING RATIONALE]]
  - C. ( ) SCENARIO: RA-X. [[PROVIDE BRIEF SUPPORTING RATIONALE]]

3. ( ) TOP TWO READINESS CONCERNS:
  - A. ( ) [[INCLUDE DEFICIENCY NUMBER AND TITLE IF APPLICABLE/COMMENTS]]
  - B. ( ) [[INCLUDE DEFICIENCY NUMBER AND TITLE IF APPLICABLE/COMMENTS]]

4. ( ) SPECIFIC ASSUMPTIONS FOLLOW:
  - A. ( ) [[ASSUMPTIONS MADE TO COMPLETE ASSESSMENT PROCESS]]
  - B. ( ) ETC.

5. ( ) JMETS/FUNCTIONAL AREA (FA) DRIVEN TO M-3 OR M-4:
  - A. ( ) JMET # AND TITLE, OR FA TITLE.
    - (1) ( ) CURRENT: M-3 OR 4. [[PROVIDE BRIEF SUPPORTING RATIONALE]]
    - (2) ( ) PLUS 12 MONTHS: M-3 OR 4. [[PROVIDE BRIEF SUPPORTING RATIONALE]]
    - (3) ( ) SCENARIO: M-3 OR 4. [[PROVIDE BRIEF SUPPORTING RATIONALE]]
    - (4) ( ) EXISTING DEFICIENCIES DRIVING JMET # AND TITLE, OR FA TITLE TO M-3 OR M-4. [[LIST OPEN DEFICIENCIES FROM THE DDB THAT INDIVIDUALLY DRIVE THE JMET/FA TO M-3 OR M-4. STATE NONE IF APPROPRIATE.]]
      - (A) ( ) DEFICIENCY # AND TITLE. [[LIST IN ORDER OF PRIORITY. PROVIDE UPDATE IF DEFICIENCY CHANGED.]]
      - (B) ( ) DEFICIENCY # AND TITLE. [[USE AS MANY SUB-PARAGRAPHS AS REQUIRED.]]
    - (5) ( ) PROPOSED NEW DEFICIENCIES DRIVING JMET # AND TITLE, OR FA TITLE TO M-3 OR M-4. [[LIST NEW ISSUES THAT INDIVIDUALLY DRIVE THE JMET/FA TO M-3 OR M-4. STATE NONE IF APPROPRIATE.]]
      - (A) ( ) PROPOSED DEFICIENCY TITLE. [[LIST IN ORDER OF PRIORITY. PROVIDE JUSTIFICATION TO INCLUDE EMPIRICAL DATA TO DEMONSTRATE IMPACT, AND WHAT IS REQUIRED TO IMPROVE JMET OR FA TO M-2.]]
      - (B) ( ) PROPOSED DEFICIENCY TITLE. [[USE AS MANY SUB-PARAGRAPHS AS REQUIRED.]]
  - B. ( ) JMET # AND TITLE, OR FA TITLE. [[USE AS MANY SUB-PARAGRAPHS AS REQUIRED.]]

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6. ( ) NARRATIVE: [USE THE APPLICABLE SECTIONS BELOW]

A. ( ) SUPPORTED COMBATANT COMMANDER'S NARRATIVE: [SUPPORTED COMBATANT COMMANDERS USE PAGE G-6, PARAGRAPH 2.G. TO REPORT ON SUPPORTING COMBATANT COMMAND AND SERVICE SUPPORT PROVIDED TO YOUR COMMAND. SUPPORTED COMBATANT COMMANDERS USE SUPPORTING COMBATANT COMMANDER'S AND SERVICE CHIEF'S JQRR REPORTS AND COMMENT DIRECTLY ON WHAT REQUIREMENTS WILL NOT BE MET DUE TO SHORTFALLS IN SUPPORT.]

[OR]

A. ( ) SUPPORTING COMBATANT COMMANDER'S, SERVICE CHIEF'S, AND CSA DIRECTOR'S NARRATIVE: [SUPPORTING COMBATANT COMMANDERS, SERVICE CHIEFS, AND CSA DIRECTORS USE PAGE G-6, PARAGRAPH 2.H. TO COMMENT DIRECTLY ON THE ADEQUACY AND RESPONSIVENESS OF SUPPORT PROVIDED AND WHAT REQUIREMENTS WILL NOT BE MET DUE TO SHORTFALLS IN SUPPORT. CSA'S ALSO COMMENT ON SUPPORT RECEIVED IF APPLICABLE AND CSART FINDINGS.]

B. ( ) CONCLUSION: [COMBATANT COMMANDERS, SERVICE CHIEFS, AND CSA DIRECTORS USE THIS PARAGRAPH TO PROVIDE ADDITIONAL COMMENTS REGARDING READINESS AS THEY DESIRE.]

CLBY: XXXX XXXXX/  
REASON CODE://  
DECLON//

Figure G-5. JQRR Input Format - Message

INSERT APPROPRIATE CLASSIFICATION IN HEADER/FOOTER

YOUR COMMAND, SERVICE, OR CSA  
MONTH-YEAR JQRR INPUT

Approved by: GO/FO Name, Position

Approved on: Date

POC: Name, Rank, Phone Number

(U) REFERENCE:

- A. ( ) CJCSI 3401-01C, 1 OCT 02.
- B. ( ) Message Title and Date requiring input.

1. (U) PER REFERENCE A AND B, THE FOLLOWING IS your Command, Service, or CSA's month-year JQRR ASSESSMENT.

2. ( ) RISK ASSESSMENTS (RA):

- A. ( ) CURRENT: RA-X. [Provide brief supporting rationale, not required if RA-1 or RA-2]
- B. ( ) PLUS 12 MONTHS: RA-X. [Provide brief supporting rationale, not required if RA-1 or RA-2]
- C. ( ) SCENARIO: RA-X. [Provide brief supporting rationale, not required if RA-1 or RA-2]

3. ( ) TOP TWO READINESS CONCERNS:

- A. ( ) Title. [Provide description and impact. Include deficiency number and title if applicable.]
- B. ( ) Title. [Provide description and impact. Include deficiency number and title if applicable.]

4. ( ) SPECIFIC ASSUMPTIONS FOLLOW:

- A. ( ) [Assumptions made to complete assessment process]
- B. ( ) etc.

5. ( ) JMETs/Functional Area (FAs) DRIVEN TO M-3 OR M-4:

- A. ( ) JMET # and title, or FA Title.
  - (1) ( ) CURRENT: M-3 or 4. [Provide brief supporting rationale]
  - (2) ( ) PLUS 12 MONTHS: M-3 or 4. [Provide brief supporting rationale]
  - (3) ( ) SCENARIO: M-3 or 4. [Provide brief supporting rationale]
  - (4) ( ) EXISTING DEFICIENCIES DRIVING JMET # and title, or FA Title TO M-3 OR M-4. [List open deficiencies from the DDB that individually drive the JMET/FA to M-3 or M-4. State NONE if appropriate.]
    - (a) ( ) Deficiency # and title. [List in order of priority. Provide update if deficiency changed.]
    - (b) ( ) Deficiency # and title. [Use as many sub-paragraphs as required.]
  - (5) ( ) PROPOSED NEW DEFICIENCIES DRIVING JMET # and title, or FA Title TO M-3 OR M-4. [List new issues that individually drive the JMET/FA to M-3 or M-4. State NONE if appropriate]
    - (a) ( ) Proposed deficiency title. [List in order of priority. Provide justification to include empirical data to demonstrate impact, and what is required to improve JMET or FA to M-2.]
    - (b) ( ) Proposed deficiency title. [Use as many sub-paragraphs as required.]
- B. ( ) JMET # and title, or FA Title. [Use as many sub-paragraphs as required.]

6. ( ) NARRATIVE: [use the applicable section(s) below.]

A. ( ) SUPPORTED COMBATANT COMMANDER'S NARRATIVE REGARDING SUPPORT. [Supported combatant commanders use page G-6, paragraph 2.G to report on supporting combatant command and Service support provided to your command. Supported combatant commanders use supporting combatant commander's and service chief's JQRR reports and comment directly on what requirements will not be met due to shortfalls in support.]

[OR]

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A. ( ) SUPPORTING COMBATANT COMMANDER'S, SERVICE CHIEF'S, AND CSA DIRECTOR'S NARRATIVE REGARDING SUPPORT PROVIDED. [Supporting combatant commanders, Service chiefs, and CSA directors use PAGE G-6, PARAGRAPH 2.H to comment directly on the adequacy and responsiveness of support provided and what requirements will not be met due to shortfalls in support. CSA's also comment on support received if applicable and CSART findings.]

B. ( ) CONCLUSION. [Combatant commanders, Service Chiefs and CSA Directors use this paragraph to provide additional comments regarding readiness as they desire.]

#### FIGURE G-6. JQRR INPUT FORMAT – WORD

NOTES: COMMAND, SERVICE OR CSA JQRR INPUT INSTRUCTIONS.

1. Red items are mandatory insertions to be filled in with the information indicated.
2. Bracketed [ ] items are instructions on how to complete the paragraph.
3. CAPITALIZED paragraph titles are mandatory titles.
4. Identify concerns, deficiencies and issues that directly impact the War on Terrorism with a comment stating their impact.

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## ENCLOSURE H

## SEMI-ANNUAL DEFICIENCY REVIEW

1. Overview and Purpose. The SDR is chaired by the J-3 DDGO and reviews all deficiencies with a specific focus on deficiencies not presented at the Full JQRR, FBJQRR, or the SRR within the previous six-month period. The SDR also reviews the cumulative effect of all risk to the near-term execution of the NMS. By definition, this includes all but green and gray deficiencies. The review results in a determination of issues to be forwarded for more senior review along with an articulation of magnitude and acceptability of the cumulative effect of risk caused by all the deficiencies on the various aspects of the NMS.

2. General

a. This semi-annual review updates and validates the status of deficiencies in the JQRR DDB that were not addressed during the previous 6-month JQRR assessment period. The Joint Staff POCs, in collaboration with the combatant commands, Services, and CSAs, brief the J-3 DDGO on the status of selected deficiencies highlighting their continued validity and any obstacles to achieving the directed risk management decisions. The DDGO forwards selected deficiencies to the J-3, Director, and/or the Vice Chairman that warrant attention. The DDGO also assesses the overall impact of the cumulative risk of all deficiencies in the DDB.

b. The SDR is conducted in May and November.

3. Process. No later than 1 March and 1 September, the J-3 sends a message to the combatant commands, Services, CSAs, and Joint Staff requesting the following:

a. Validate the status of selected deficiencies with updates on near-term risk mitigation actions.

b. Update all RED deficiencies for review at the SDR to understand their cumulative impact and revalidate that no other acceptable risk mitigation actions can, or should be taken.

c. Identify GRAY deficiencies that have courses of action ready for consideration.

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c. After the SDR, J-3 Readiness prepares a follow-up message for the J-3 to send on behalf of the Vice Chairman to the combatant commanders, Service Chiefs, and CSA directors that summarizes the results of the SDR.

d. J-3 Readiness updates the DDB with approved status changes and closure of deficiencies. Joint Staff OPRs must ensure the details of actions taken on each deficiency are updated in the database "Remarks" section.



## ENCLOSURE I

## JQRR DATABASE MANAGEMENT

1. Deficiency Database (DDB). The JQRR DDB is the repository for validated combatant command, Service, and CSA reported readiness deficiencies. The purpose of the DDB is to capture the history of all actions taken to research and resolve the deficiency, which often span several years and many action officers. The DDB is managed by J-3 Readiness and updated by Joint Staff JQRR POCs assigned responsibility for individual deficiencies. The database is a working-level product containing detailed information regarding the specific deficiencies and actions necessary to correct them. The DDB includes: a deficiency's open and estimated closure dates, affected combatant command(s), Service(s), or CSA(s), the operational impact, current status, risk mitigation actions, and projected long-term fixes. The DDB also includes limited JQRR POC contact information. The baseline database is available on CD from J-3 Readiness. Updates to the database are available from the J-3 Readiness Web page at: <http://nmcc20a.nmcc.smil.mil/~dj9j38re/readiness/index.htm>.

2. JQRR DDB Maintenance Tasks (See reference m):

a. J-3 Readiness:

- (1) Provides JQRR DDB training, policy, and guidance.
- (2) Adds new or closes deficiencies as approved by the Vice Chairman; Director, Joint Staff; J-3; or J-3 DDGO.
- (3) Updates current JQRR DDB deficiencies. Updates include, but are not limited to: the Deficiency Title, affected combatant commands, Services or CSAs, status (color change), estimated closure date, and type (capability or readiness). Updates must be approved by the Vice Chairman; Director, Joint Staff; J-3; or J-3 DDGO.
- (4) With Joint Staff POC concurrence, consolidates like deficiencies into a single deficiency to facilitate management. This action will be worked through the JSAP process. Approval of this action is delegated to the J-3 DDGO.
- (5) With Joint Staff POC concurrence, redefines consolidated deficiencies into smaller, more specific, individual deficiencies to facilitate management as necessary. For example, aircraft spare part shortages could be managed by individual aircraft type or mission, not as an aggregate. This action will be

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worked through the JSAP process. Approval of this action is delegated to the J-3 DDGO.

(6) Posts updates to the JQRR DDB on the J-3 Readiness Web site and notifies all JQRR POCs after each update.

(7) Updates JQRR POC information as changes occur.

(8) Functions as the conduit between JQRR DDB users and DISA to resolve system problems.

(9) Provides Joint Staff POC updates to DISA to transfer or activate new user accounts.

(10) Submits recommendations for system improvements to DISA.

b. Joint Staff POCs:

(1) Review their JQRR DDB deficiencies on a regular basis, but not less than quarterly.

(2) Comply with Joint Staff J-3 Readiness policy and guidance.

(3) Provide J-3 Readiness changes to POC status.

(4) Update the JQRR DDB "Remarks" section whenever a change affecting a deficiency occurs. The update must be coordinated with the affected combatant command, Service, or CSA POC(s) prior to adding to the DDB.

(5) Coordinate with J-3 Readiness for any proposed deficiency consolidation or segmentation. The affected POC initiates the JSAP action for approval by the J-3 DDGO. Following J-3 DDGO approval, the POC provides a new deficiency slide(s) reflecting the action taken and updates the JQRR DDB "Remarks" section.

(6) Submit recommendations for system improvements to J-3 Readiness.

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## ENCLOSURE J

### REFERENCES

- a. Title 10, United States Code
- b. DOD Manual 8910.01, June 1998, "DOD Procedures for Management of Information Requirements"
- c. Joint Publication 1-02, 12 April 2001 as amended through 9 April 2002, "Department of Defense Dictionary of Military and Associated Terms"
- d. CJCSM 3150.02, 15 April 2000, "Global Status of Resources and Training System (GSORTS) Structure"
- e. CJCSI 3110.13A, 19 November 1999, "Mobilization Guidance for the JSCP (U)"
- f. CJCSI 5714.01A, 01 March 1999, "Release Procedures for Joint Staff and Joint Papers and Information"
- g. DOD Directive 7045.14, 22 May 1984, "The Planning, Programming, and Budgeting System (PPBS)"
- h. DOD Directive 5149.2, 23 July 2002, "Senior Readiness Oversight Council (SROC)"
- i. JSM 5100.01B, 20 June 2001, "Organization and Functions of the Joint Staff"
- j. CJCSI 3100.01A, 1 September 1999, "Joint Strategic Planning System"
- k. CJCSI 3500.01B, 31 December 1999, "Joint Training Policy for the Armed Forces of the United States"
- l. CJCSI 3500.02C, 14 August 2000, "Joint Training Master Plan 2002 for the Armed Forces of the United States"
- m. DISA Applications Engineering Directorate, March 2002, Joint Monthly Readiness Review Database (JQRR DDB) Version 01.00.00 User's Guide.
- n. DOD Directive 7730.65, 3 June 2002, "Department of Defense Readiness Reporting System (DRRS)"

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## GLOSSARY

## PART I--ABBREVIATIONS AND ACRONYMS

AD	Armored Division (US Army)
AIG	address indicator group
AMET	Agency Mission Essential Task
AMETL	Agency Mission Essential Task List
AOR	area of responsibility
ARG	Amphibious Ready Group
AT/FP	Antiterrorism/Force Protection
C2	command and control
C3	command, control, and communications
C4	command, control, communications, and computers
CAT	category
CFC	Combined Forces Command (Korea)
CI	counter-intelligence
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COA	course of action
CONPLAN	operation plan in concept format
CPA	Chairman's Program Assessment
CPR	Chairman's Program Recommendation
CPG	Contingency Planning Guidance
CRS	Chairman's Readiness System
CSA	Combat Support Agency
CSART	Combat Support Agency Review Team
CVBG	Carrier Battle Group (USN)
DAA	Defense Authorization Act
DCMA	Defense Contract Management Agency (a CSA)
DDAT/FP	J-3 Deputy Director for Antiterrorism/Force Protection
DDB	deficiency database
DDGO	J-3 Deputy Director for Global Operations
DDIO	J-3 Deputy Director for Information Operations
DDRO	J-3 Deputy Director for Regional Operations
DIA	Defense Intelligence Agency (a CSA)
DISA	Defense Information Systems Agency (a CSA)
DLA	Defense Logistics Agency (a CSA)
DOD	Department of Defense
DPG	Defense Planning Guidance
DRRS	Department of Defense Readiness Reporting System
DTRA	Defense Threat Reduction Agency (a CSA)

DUSD	Deputy Under-Secretary of Defense
DUSD(R)	Deputy Under-Secretary of Defense for Readiness
ELINT	electronic intelligence
FA	functional area
FBJQRR	Feedback Joint Quarterly Readiness Review
FDO	Flexible Deterrent Option
FE	Force Enhancement
FISINT	foreign instrumentation signature intelligence
FS	fighter squadron (USAF)
FY	fiscal year
FYDP	Future Years Defense Program
GIS	geospatial information systems
GMFP	Global Military Force Policy
GSORTS	Global Status Of Resources and Training System
HLS	homeland security
HQ	headquarters
HUMINT	human intelligence
IAW	in accordance with
ID	Infantry Division (US Army)
IMINT	imagery intelligence
IO	information operations
IPL	integrated priority list
ISR	Intelligence, Surveillance, and Reconnaissance
JLOTS	Joint Logistics Over-the-Shore
JMET	Joint Mission Essential Task
JMETL	Joint Mission Essential Task List
JMRR	Joint Monthly Readiness Review (old term replaced by JQRR)
JQRR DDB	Joint Quarterly Readiness Review Deficiency Database
JQRR	Joint Quarterly Readiness Review
JRB	Joint Requirements Board
JROC	Joint Requirements Oversight Council
JROCM	Joint Requirements Oversight Council Memorandum
JS	Joint Staff
JSAP	Joint Staff Action Package
JSCP	Joint Strategic Capabilities Plan
JSPS	Joint Strategic Planning System
JTF	Joint Task Force
JWCA	Joint Warfighting Capability Assessment
JWICS	Joint Worldwide Intelligence Communications System

LC	lesser contingency
MASINT	measurement and signature intelligence
MET	mission essential task
METL	mission essential task list
MEU	Marine Expeditionary Unit
MRRC	Monthly Readiness Report to Congress
MW	major war
NATO	North Atlantic Treaty Organization
NIMA	National Imagery and Mapping Agency (a CSA)
NMS	National Military Strategy
NORAD	North American Aerospace Defense Command
NSA	National Security Agency (a CSA)
NSS	National Security Strategy
OPLAN	operational plan
OPR	office of primary responsibility
OpsDeps	operations deputies
OPSEC	operations security
OPTEMPO	operations tempo
OSD	Office of the Secretary of Defense
OSINT	open-source intelligence
PERSTEMPO	personnel tempo
POC	point of contact
POL	petroleum, oil, lubricants
POM	Programmed Objective Memorandum
PPBS	Planning, Programming and Budgeting System
Prepo	pre-position (ed)
PSR&T	Personnel, Serviceability, Readiness, and Training
PSYOP	psychological operations
QRRRC	Quarterly Readiness Report to Congress
RA	risk assessment
RAS	Readiness Assessment System
SDR	Semiannual Deficiency Review
SIGINT	signals intelligence
SJTF	standing joint task force
SOD	Space Operations Division
SOF	special operations forces
SOOP	Special Operations, Operations Plans and Policy
SORTS	Status of Resources and Training System
SPECAT	special category classification
SROC	Senior Readiness Oversight Council

SRR	Strategic Readiness Review
TECHINT	technical intelligence
TSC	Theater Security Cooperation
USC	United States Code
UCP	Unified Command Plan
UJTL	Universal Joint Task List
USC	United States Code
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
VCJCS	Vice Chairman of the Joint Chiefs of Staff
VTC	video teleconference



## PART II--DEFINITIONS

All terms listed below are extracted from references A through F. Terms associated with the JQRR, but not standardized within the DOD, are shown in Part III (JQRR Lexicon).

C-day. Unnamed day on which a deployment operation begins.

capability. The ability to execute a specified course of action. (A capability may or may not be accompanied by an intention.)

Chairman's program assessment. The CPA provides the Chairman's personal appraisal on alternative program recommendations and budget proposals to the Secretary of Defense for consideration in refining the Defense program and budget in accordance with 10 United States Code. The Chairman's program assessment comments on the risk associated with the programmed allocation of Defense resources and evaluates the conformance of program objective memoranda to the priorities established in strategic plans and combatant commanders' priority requirements.

Chairman's program recommendations. The CPR provides the Chairman's personal recommendations to the Secretary of Defense for the programming and budgeting process before publishing the DPG in accordance with 10 United States Code. The Chairman's program recommendations articulates programs the Chairman deems critical for the Secretary of Defense to consider when identifying DOD priorities and performance goals in the DPG and emphasizes specific recommendations that will enhance joint readiness, promote joint doctrine and training, improve joint warfighting capabilities, and satisfy joint warfighting requirements within DOD resource constraints and within acceptable risk levels.

combat readiness. Synonymous with operational readiness, with respect to missions or functions performed in combat.

combat ready. Synonymous with operationally ready, with respect to missions or functions performed in combat.

combatant commander. The senior military leader of a unified combatant command as established in the UCP. Previously referred to as Commander in Chief (CINC).

Contingency Planning Guidance. The CPG fulfills the statutory duty of the Secretary of Defense to furnish written policy guidance annually to the Chairman for contingency planning. The Secretary issues this guidance

with the approval of the President after consultation with the Chairman. The CPG focuses the guidance given in the NSS and DPG, and is the principal source document for the JSCP.

D-day. Unnamed day on which operations commence or are scheduled to commence.

Defense Planning Guidance. This document, issued by the Secretary of Defense, provides firm guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the development of the program objective memorandums by the Military Departments and Defense agencies.

Defense Strategy Policy Goals (from DPG 04-09, May 2002).

- a. Assure. Assuring allies and friends by demonstrating US steadiness of purpose, national resolve, and military capability to defend and advance common interests, and by strengthening and expanding alliances and security relationships.
- b. Dissuade. Dissuading adversaries from developing threatening forces or ambitions, shaping the future military competition in ways that are advantageous to the United States and complicating the planning and operations of adversaries.
- c. Deter. Deterring aggression and countering coercion against the United States, its forces, allies and friends in critical areas of the world by developing and maintaining the capability to swiftly defeat attacks with only modest reinforcement.
- d. Defeat. At the discretion of the President, decisively defeating an adversary at the time, place and in the manner of our choosing.

F-day. Used for deliberate planning, day on which flexible deterrent option (FDO) or FDO and force enhancement (FE) force deployment begins.

F-hour. Effective time of announcement by the Secretary of Defense to the Military Departments of a decision to mobilize Reserve units.

I-day. Declared by the President or Secretary of Defense, associated with an adversary decision to prepare for war (ambiguous intelligence warning).

M-day. Mobilization day; unnamed day on which mobilization of forces begins.

M-level. M indicates mission-essential task for JMET evaluation or mission area for FA evaluation.

military capability. The ability to achieve a specified wartime objective (win a war or battle, destroy a target set). It includes four major components:

a. force structure. Numbers, size, and composition of the units that comprise US Defense forces; e.g., divisions, ships, air wings.

b. modernization. Technical sophistication of forces, unit weapon systems, and equipment.

c. unit readiness. The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

d. sustainability. The ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support military effort. See also readiness.

military objectives. A derived set of military actions to be taken to implement President or Secretary of Defense guidance in support of national objectives. Defines the results to be achieved by the military and assigns tasks to commanders. See also national objectives.

military requirement. An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. Also called operational requirement. See also objective force level.

military resources. Military and civilian personnel, facilities, equipment, and supplies under control of a DOD component.

National Military Strategy. The art and science of distributing and applying military power to attain national objectives in peace and war. Also called NMS. See also military strategy; national security strategy; strategy; theater strategy.

national objectives. The aims, derived from national goals and interests, toward which a national policy or strategy is directed and efforts and resources of the nation are applied. See also military objectives.

N-day. Day an active duty unit is notified for deployment or redeployment.

objective force level. The level of military forces that needs to be attained within a finite time frame and resource level to accomplish approved military objectives, missions, or tasks. See also military requirement.

operationally ready. 1. A unit, ship, or weapon system capable of performing the missions or functions for which organized or designed. Incorporates both equipment readiness and personnel readiness. 2. Personnel available and qualified to perform assigned missions or functions.

operational readiness. The capability of a unit/formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness. Also called OR. See also combat readiness.

operational readiness evaluation. An evaluation of the operational capability and effectiveness of a unit or any portion thereof.

operational requirement. See military requirement.

readiness. The ability of US military forces to fight and meet the demands of the NMS. Readiness is the synthesis of two distinct but interrelated levels:

a. unit readiness. The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

b. joint readiness. The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions. See also military capability; national military strategy.

readiness condition. See operational readiness.

readiness planning. Operational planning required for peacetime operations. Its objective is the maintenance of high states of readiness and the deterrence of potential enemies. It includes planning activities that influence day-to-day operations and the peacetime posture of forces. As such, its focus is on general capabilities and readiness rather than the specifics of a particular crisis, either actual or potential. The assignment of geographic responsibilities to combatant commanders, establishment of readiness standards and levels, development of peacetime patterns, coordination of reconnaissance and surveillance assets and capabilities, and planning of joint exercises are examples of readiness planning. No

formal joint planning system exists for readiness planning as exists for joint operation and execution planning.

risk. Probability and severity of loss linked to hazards.

a. risk assessment. The identification and assessment of hazards (first two steps of the risk management process).

b. risk management. The process by which decision makers reduce or offset risk. Identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits.

c. military risk. The probability and associated consequences of not achieving established military objectives.

d. strategic risk. The probability and associated consequences of the Joint Force not achieving the objectives of the National Military Strategy.

e. political risk. The probability and associated consequences of not achieving the objectives of the National Security Strategy.

Unified Command Plan. The document, approved by the President, that sets forth basic guidance to all unified combatant commanders; establishes their missions, responsibilities, and force structure; delineates the general geographical area of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders.

W-day. Declared by the President or Secretary of Defense, associated with an adversary decision to prepare for war (unambiguous strategic warning).

## PART III--JQRR LEXICON

The following terms and definitions have been adapted for use with the JQRR and may not be standardized within the Department of Defense. The vocabulary serves as a common language and reference among the Services, combatant commands, CSAs, and Joint Staff as it pertains to the JQRR.

capability deficiency or shortfall. Identified as a lack of resources to meet an established mission requirement. Deficiency/shortfall concerns resources that do not exist within the DOD (e.g., total airlift required exceeds total airlift available).

course of action. Term associated with the Feedback JQRR to indicate a viable remedy to address a readiness deficiency or shortfall.

current. A reference used in assessing both unit and joint readiness intended to represent the present time. Joint Staff J-3 establishes the current in the JQRR guidance message as a baseline to assess the readiness and capability of a functional area to support current requirements applicable to the command or agency.

deficiency. Term associated with the Feedback JQRR to indicate a shortfall approved as a deficiency for further study and monitoring. Must be assigned a deficiency number and entered into the JQRR DDB.

end state. What the situation should be when operations conclude -- both military operations, as well as those where the military is in support of other instruments of national power.

impact. Term associated with the Feedback JQRR indicating the specific effect of a deficiency and shortfall on a combatant command's, Service's, or CSA's ability to execute assigned mission(s). This is usually expressed in relation to mission(s); e.g., second phase of operation will be delayed 10 days.

key risk element. An aggregation of JQRR readiness deficiencies used to formulate strategic concerns. Such a grouping may also facilitate resource prioritization for deficiency resolution.

M-levels. Rating assigned to individual functional areas.

M-1	Minor issues or shortfalls with negligible impact on capability to accomplish a JMET/AMET/FA.
M-2	Issues or shortfalls with limited impact on capability to accomplish a JMET/AMET/FA.
M-3	Issues or shortfalls have significant impact on capability to accomplish a JMET/AMET/FA.
M-4	Critical issues or shortfalls that preclude accomplishment of a JMET/AMET/FA.

Planner JQRR. A dry-run presentation of the JQRR or FBJQRR, normally conducted a week prior. Serves as a coordinating mechanism. Alleviates the need for paper coordination of JQRR/FBJQRR products.

plus 12 (+12) months. A readiness assessment of the capability of functional areas to meet expected requirements over the next 12 months. In making that assessment, any changes over the 12-month period should be noted.

Risk-Assessment levels. Rating assigned by the commander grading the command's ability to prosecute a JQRR scenario.

<b>RA-1</b>	Low Risk to attaining strategic end state.
<b>RA-2</b>	Medium Risk to attaining strategic end state.
<b>RA-3</b>	High Risk to attaining strategic end state.
<b>RA-4</b>	Will not attain strategic end state.

readiness deficiency or shortfall. Identified as a readiness degradation because the condition of an existing DOD resource or due to the inability of an existing capability to fully perform its function (e.g., spare parts shortages and broken C-5s).

shortfall. A combatant command or CSA-reported reduction in readiness or lack of capability that adversely affects a combatant command's or CSA's ability to execute assigned missions. Causes a functional area rating of M-3 or M-4.

solution. Term associated with the Feedback JQRR indicating a combatant command, Service or CSA accepted and planned corrective action to remedy a deficiency.

strategic concern. An aggregation of key risk elements that impact readiness to execute the NMS. The strategic concerns form the basis of the risk assessment.

workaround. Term associated with the Feedback JQRR. Temporary (near-term) measures employed to remedy or lessen the adverse impact of a shortfall.